



**PLAN 2010: RHODE ISLAND COLLEGE STRATEGIC PLAN FOR 2007-2010**  
**IMPLEMENTATION PLAN FOR 2008-2009**  
**JUNE 11, 2009 UPDATE – FINAL**

**PLEASE NOTE:**

- **UPDATES IN BLUE ARE FROM OCTOBER 10, 2008; UPDATES IN ORANGE ARE FROM JANUARY 28, 2009; UPDATES IN GREEN ARE FROM JUNE 11, 2009**
- A GREEN CHECK BOX (☑) INDICATES THAT THE SPECIFIC ACTION ITEM HAS BEEN COMPLETED, EVEN THOUGH FOLLOW-UP ACTIVITIES MAY STILL BE TAKING PLACE.
- A GLOSSARY OF COMMON ACRONYMS MAY BE FOUND AT THE END OF THIS REPORT.

**Institutional Goal 1: Ensure high quality learning opportunities for all students.**

**NEASC Standards: I, II, III, IV, VII**

**RIBGHE Goals: Produce a more competitive workforce through an emphasis on quality education; Improve the Preparation of Rhode Island's Residents to Succeed in Higher Education through PK-16/20 Collaboration.**

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<b>1.1</b> <b>Develop and implement outcome assessment plans for all undergraduate programs, including General Education (2007-08); develop and implement outcome assessment plans for all graduate programs (2008-09).</b>	<input checked="" type="checkbox"/> <p>1.1.1 - Present the analysis of the first-round of the Collegiate Learning Assessment (CLA) as evidence of assessment of General Education.</p> <p><b>[UPDATE: Deans, Assessment Coordinator, Institutional Research, and VPAA attended CLA Spotlight webcast. General results from Year I were discussed with Committee on Assessment of Student Outcomes (CASO) and Committee on General Education.]</b></p> <p><b>[UPDATE: Data were reported to the Academic and Student Affairs Committee of the RIBGHE on 11/14/08 as part of a report on the status of general-education assessment at RIC. Generally, RIC freshmen scored higher than expected and seniors scored as expected given our SAT scores. IR continues as a CASO member; IS, USS, and MIS continue to provide technical and training support for the TrueOutcomes assessment platform.]</b></p>	Report shared with President and relevant committees and used to inform discussion.	<b>VPAA, AVPAA, Assessment Coordinator, Deans, Department Chairs, Chair of Committee on General Education (COGE), Chair, Task Force on Information Literacy, Dir. of Institutional Research and Planning</b>	

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	<input type="checkbox"/> 1.1.2 - Beginning September 2008, undertake second round of CLA as evidence of continuing assessment of General Education.  <b>[UPDATE: Plans in place to administer CLA to three learning communities and two sections of English 161.]</b>  <b>[UPDATE: The CLA was administered to 100 entering freshmen in the fall 2008 semester. Plans are in place to test 100 exiting seniors in the spring 2009 semester as part of the second implementation of the CLA.]</b>  <b>[UPDATE: The CLA was administered to 100 entering freshman (fall 2008) and 100 exiting seniors (spring 2009) . Results and analysis will be reported in late summer 2009.]</b>	2008-2009	<b>VPAA, COGE</b>	
	<input checked="" type="checkbox"/> 1.1.3 - Complete and present assessment plans for all specialized and professionally accredited programs.  <b>[UPDATE: Assessment plans were completed by all such programs are completed and compiled by CASO.]</b>  <b>[UPDATE: Assessment of all undergraduate programs will continue in 2008-2009 with annual reports submitted in July 2009.]</b>	January 2009	<b>VPAA, Assessment Coordinator</b>	
	<input checked="" type="checkbox"/> 1.1.4 – Use assessment data to improve program offerings in five undergraduate programs.  <b>[UPDATE: Program improvements or changes were made in English, Physics, French, CIS, Anthropology, and Nursing. Representatives from the CIS department, having used assessment data to update</b>	September 2008-January 2009	<b>VPAA, Assessment Coordinator</b>	

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	<p>courses in their program, presented "Closing the Loop in CIS" to the general faculty on 11/17/08. Several programs, including Social Work, African and African American Studies, Communications, and Mass Media, indicated potential changes after discussion by faculty in the fall 2008 semester.]</p>			
<input type="checkbox"/>	<p>1.1.5 - Implement plans for the assessment of outcomes in Developmental Education.</p> <p>[UPDATE: OASIS Director to convene group consisting of Asst. VPAA, Assessment Coordinator, Director of Writing Center, Chair of Math Department, Admissions personnel to develop assessment plan for developmental math and writing.]</p> <p>[UPDATE: The preparation of an assessment plan for developmental education is slated for the spring 2009 semester. A group will be convened by the OASIS Director and begin with a review of the results of the January 2009 Accuplacer testing.]</p> <p>[UPDATE: Learning outcomes for developmental math have been identified; an assessment plan will be completed in the 2009-2010 year.]</p>	Spring 2009	<b>VPAA</b> , Assessment Coordinator	
<input type="checkbox"/>	<p>1.1.6 - Present outcome assessments for new programs and for others not addressed during 2007-2008.</p> <p>[UPDATE: The Bachelor of General Studies (BGS) is the only remaining program not previously completed; discussion under way to develop an assessment plan this year.]</p> <p>[UPDATE: A plan for assessing graduate programs</p>	May 2009	<b>VPAA</b> , Assessment Coordinator	

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	<p>has been developed and will be implemented on a pilot basis in spring 2009. BGS is on the program review schedule for the 2008-2009 year.]</p> <p>[UPDATE: The Bachelor of General Studies program, the sole remaining undergraduate program without a plan, submitted its assessment plan to the Office of Higher Education along with the program review. Graduate program assessment plans will be reviewed in June 2010.]</p>			
	<p><input type="checkbox"/> 1.1.7 - Develop and implement assessment plans for graduate programs.</p> <p>[UPDATE: This is the primary focus of activity for CASO this year. Biology, English, Education programs, History, MSW, Mathematics, and Nursing (MSN) have developed preliminary plans, and Masters of Public Accountancy (MPAc) are doing so this year. Simultaneous and coordinated discussions will be held by the Graduate Committee of RIC Council, whose representation has been expanded to include graduate program coordinators from Arts and Sciences and the professional schools. CASO and the Graduate Committee are coordinating their efforts.]</p> <p>[UPDATE: Since there are comparatively small numbers of graduates, consultant Peggy Maki has suggested data can be collected annually but analyzed every 3 years, looking for trends.</p> <p>Graduate assessment outcomes for MSN program were presented to the Commission on Collegiate Nursing Education (CCNE) as part of the accreditation report and visit in fall 2008. The assessment plan is being revised and improved.]</p> <p>[UPDATE: The School of Nursing graduate outcomes</p>	2008-2009	<b>VPAA</b> , Assessment Coordinator, Graduate Committee	

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	<p>were reviewed as part of the self study submitted to CCNE and approved for a full 5 year accreditation. Similarly, the MSW assessment plan has been developed and is being reported through the CSWE accreditation process. Assessment plans for NCATE-accredited graduate programs in FSEHD were developed two years ago. The Assessment Coordinators from RIC, URI, and CCRI have been meeting with Assistant Commissioner Deborah Grossman Garber and Consultant Peggy Maki to identify fall programming to facilitate the review of assessment plans in arts and sciences. Graduate Programs will report on assessment findings in June 2010.]</p>			
<p><b>1.2</b> <b>Coordinate academic program review to ensure that program quality and productivity, communications about program changes, and program oversight are accomplished. As resources become available, purchase online assessment tool such as TrueOutcomes.</b></p>	<p><input checked="" type="checkbox"/> 1.2.1 - Per May 2008 NEASC response to the President's Jan. 2008 NEASC report, begin full review of the joint doctoral program with revisions (as needed) to be implemented during 2008-2009.</p> <p>[UPDATE: Preliminary discussions held spring 08 by Interim Dean FSEHD; further review to be completed 08-09.]</p> <p>[UPDATE: Deans and financial officers of two schools have met, joint administrative committee has met in toto and in subcommittees, and students and faculty have met to address program inconsistencies between the two schools. A new mission statement, consistent adherence to program guidelines, electronic signature process for students and committees, greater consistency in research and seminar courses, new course evaluation process, updated program handbook, and research colloquia are all now in place.</p>	<p>2008 complete review with URI</p>	<p><b>VPAA</b>, Interim RIC Dean of Education and Dir. of Education at URI with program leaders</p>	

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	<p>A brief interim report was provided to NEASC without mandate and has been received by Patricia O'Brien, Deputy Director of the Commission on Institutions of Higher Education.</p> <p>Future efforts are focusing on refining and articulating the program's mission, revising the various program specializations, strengthening partnerships with area school districts, and collecting data on student support services.]</p> <p>[UPDATE: Progress continues to be made as program curriculum changes have been made in 2009 at both RIC and URI; candidate/faculty meetings were held once during each semester; Administrative Committee meets regularly to discuss issues and plan for the future.]</p>			
<input checked="" type="checkbox"/>	<p>1.2.2 - Completion of draft school plans for all five schools within the college and approval of final plans.</p> <p>[UPDATE: All five schools have drafted or completed strategic plans.]</p> <p>[UPDATE: All five schools and the Adams Library have completed their strategic plans. The Nursing strategic plan was submitted to the VPAA in May 2008, revised and approved by Nursing faculty in fall 2008, revised and approved by Nursing faculty in fall 2008 and resubmitted in December 2008.]</p>	<p>Completed drafts by September 2008; approval by June 2009.</p>	<p><b>VPAA</b>, Academic Deans responsible for draft plans; approval by President upon recommendation of VPAA.</p>	
<input type="checkbox"/>	<p>1.2.3 – Pursue specialized accreditations in professional schools and programs, including possible AACSB accreditation, CCNE site visit, and completion of CSWE self-study.</p> <p>[UPDATE: Work teams, assignments, and preliminary work under way in the Schools of Nursing and Social</p>	<p>Schools planning for accreditation have undergone review or developed plan for pursuing accreditation.</p>	<p><b>VPAA</b>, Deans</p>	

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	<p>Work. Self study document sent to CCNE in September 2008. A detailed draft has been prepared over a period of several years for the AACSB accreditation application and awaits institutional approval.]</p> <p>[UPDATE: CCNE site visit was conducted in November 2008. The CCNE review team has unanimously recommended to the Commission continued accreditation of BSN and new accreditation of MSN.</p> <p>A detailed draft has been prepared over a period of several years for the AACSB accreditation pre-application and awaits institutional and RIGHE approval.</p> <p>CSWE self study is in development and will be completed this academic year.]</p> <p>[UPDATE: CCNE accredited the BSN program for 10 years (maximum time for a reaccreditation) with no compliance concerns and the MSN program for 5 years (maximum time for a new program) with no compliance concerns in May 2009.</p> <p>The School of Management reinitiated its AACSB pre-application, forming a committee and updating all aspects of the application for submission in August of 2009. On May 1, 2009. Dr. Basu, Dean of the College of Business at William Patterson University, visited with SOM faculty and dean to provide advice on the AACSB process.</p> <p>Work on the CSWE self study is continuing and will be completed in summer 2009.</p> <p>FSEHD is starting to plan for its self study submission</p>			

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	to NCATE in 2011.]			
	<input checked="" type="checkbox"/> 1.2.4 - Implement targeted (focused) academic program reviews for undergraduate programs identified by RIC and RIOHE for 2008-2009. <b>[UPDATE: The college is on schedule to meet the ASAC and RIBGHE approved sequence of five-year and targeted (focused) program reviews.]</b> <b>[UPDATE: Since RIOHE has increased the triggering level to &lt;11 graduates, the list of triggered programs, format for the review, and timeline for the reviews have been agreed upon with RIOHE. See 1.2.6 for list of programs.]</b> <b>[UPDATE: Program reviews were submitted to OHE in the fields of African-American Studies, Art History, General Studies, Chemistry, Dance, and Technology Education. Data were presented showing that enrollments in the Bachelor of Music, Geography, Spanish, Special Education, M.A. in Mathematics, B.S. in Psychology – Chemical Dependency, M.A. in Art – Media Studies, and M.A. in Psychology are above the triggering level.]</b>	May 2009	<b>VPAA</b>	
	<input checked="" type="checkbox"/> 1.2.5 - Information Services staff will conduct ongoing training and assist the Assessment Specialist with TrueOutcomes, the college's assessment system. Additionally, Information Services will work with URI to upgrade to the latest version of TrueOutcomes as well as to automate the creation and maintenance of accounts. Continue to develop strategies for the college-wide adoption of TrueOutcomes. <b>[UPDATE: IS, USS, MIS worked with Assessment Specialist to introduce him to the campus and</b>	Training implemented 2008-2009; TrueOutcomes upgrade to Version 2.0 in January 2009.	<b>VPAF</b> , VPAA, AVPIS, Dir. USS, Dir. MIS, Assessment Specialist	\$20,000 for TrueOutcomes part-time liaison to faculty.



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	<p>provide resources for training.</p> <p>Test server for Version 2.0 of True Outcomes expected to be built in October 2008. Approximately 14 faculty in Education are being trained on the system.]</p> <p>[UPDATE: Fourteen FSEHD faculty have been trained on the system. Version 2 is scheduled to be implemented in early spring 2009. Plans are underway for training additional faculty. IS, USS, and MIS continue to provide technical and training support for the TrueOutcomes assessment platform. White Papers and User Manuals for Version 2 are posted on USS website. Because TrueOutcomes will not be supported after the 2009-2010 year, the college will work with RIBGHE to find a replacement for TrueOutcomes in the future.]</p> <p>[UPDATE: A search by FSEHD faculty and User Support Services is being conducted for an assessment system to replace True Outcomes.]</p>			
	<p><input checked="" type="checkbox"/> 1.2.6 - Identify low-completion programs for academic program review during 2009-2010</p> <p>[UPDATE: Continue to apply the program review form adopted during 2007-09 to standardize the review process for all academic programs.]</p> <p>[UPDATE: Since the triggering level was increased to &lt;11 graduates, the list of triggered programs, format for the review, and timeline for the reviews have been agreed upon with RIBGHE. Programs (undergraduate or graduate) to be reviewed in spring 2009 are in AFAM Studies, Chemistry, Dance, General Studies, Clinical Lab Science, and Music. IR</p>	June 2009	<b>VPAA</b>	

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	<p><b>continues to provide student data for enrollment, graduation, and faculty workload for academic program review.]</b></p>			
<p><b>1.3</b> <b>By spring 2008, Deans will submit plans to the Vice President for Academic Affairs to highlight and to publicize current on- and off-campus departmental internships, service learning, and other experiential learning opportunities and to enhance and to expand such opportunities.</b></p>	<p><input checked="" type="checkbox"/> 1.3.1 - Deans to develop format for reporting by departments on current internship/experiential learning opportunities; departments to report to deans on current offerings; deans to report to VPAA. 100% of internship plans submitted by September 2008 with assistance of VISTA volunteer.</p> <p><b>[UPDATE: Report on experiential learning completed for entire college. Link to clinical registry, which identifies clinical placements in health care agencies, will be added to School of Nursing website.]</b></p> <p><b>[UPDATE: Website presence created for SOM internship program.]</b></p> <p><b>[UPDATE: Link to Centralized Clinical Placement Registry established as a Quick Link on the School of Nursing website. A School of Management Internship Committee was formed in spring 2009 and is operating.]</b></p>	September 2008	<b>VPAA</b> , Deans, Department Chairs	
	<p><input type="checkbox"/> 1.3.2 - Web site to be updated upon submission of deans' internship/experiential learning reports.</p> <p><b>[UPDATE: Deans to submit reports in consultation with college web office and Office of Career Development to determine which internships or experiential learning opportunities are best offered and supervised at the departmental, school, and college (career development) levels - linked to 1.3.4 below. Centralized Clinical Placement Registry for Nursing available at <a href="http://ccpr.hari.org/">http://ccpr.hari.org/</a>]</b></p>	October 2008	<b>VPAA</b> , Special Assistant to the President for Web Communications	

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	<p>[UPDATE: Comprehensive listing of the clinical experiences utilized during the nursing program is available on line via the Clinical Registry managed by the RI Center for Health professions. A major new emphasis on student engagement will be pursued to carry out this goal to the fullest extent.]</p> <p>[UPDATE: The academic schools will publish lists, developed by relevant departments and programs, of internship and experiential learning opportunities for students so that they may be cross-listed by the Office of Career Development, where appropriate.]</p>			
	<p><input checked="" type="checkbox"/> 1.3.3 – Using the deans’ internship/experiential learning reports, the Director of News and Public Relations, and the Director of Alumni Affairs will meet with the VPAA and review the plans. Based on the VPAA’s priorities, develop new stories for What’s News and the media, items to be inserted into the summer edition of the Alumni Magazine. Summarize the deans’ internship/experiential learning reports and transmit this summary to key constituents who may have an interest in hosting our students in a placement.</p> <p>[UPDATE: Efforts are underway to improve the college’s academic reputation through a stronger online presence on the RIC website and on external websites. Continued efforts are in place to identify and pitch newsworthy achievements of academic rigor, and student/faculty accomplishments unique to the academic environment for media coverage, and explore the use of nontraditional media outlets for more expanded coverage. A list of items for “At the Colleges” (Sunday Journal) is being compiled for</p>	<p>Meet in September 2008; finalize media plan by February 1, 2009</p>	<p><b>VPAA</b>, Deans, Dir. ONPR, Dir. Alumni Affairs</p>	<p>Filling of vacant positions in ONPR and Alumni Affairs</p>

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	<p><b>weekly or biweekly submission.]</b></p> <p><b>[UPDATE: A Dean's report is being instituted into the new online <i>What's News</i>.]</b></p>			
<input checked="" type="checkbox"/>	<p>1.3.4 - Design and maintain new online links from departmental websites to the Office of Career Development internship resource. Send email blast to faculty to alert them to this resource and to ask them to encourage their students to access it. Send initial and follow-up email blasts to students so as to facilitate spring semester placements.</p> <p><b>[UPDATE: Links to the Career Development Center (CDC) website are active and available to academic departments. Students access the internship resource through <i>Destinations</i>.]</b></p>	<p>November 2008 – online site links go live. Email blast to faculty and initial email blast to students in mid-December. Follow-up email blast to students in early January.</p>	<p><b>VPSA</b>, Special Assistant to the President for Web Communications, Dir. of the Career Development Center for site production; VPAA (email blasts).</p>	
<input checked="" type="checkbox"/>	<p>1.3.5 - Increase the number of internships and other external experiences available for students of the School of Management.</p> <p><b>[UPDATE: The Office of Administration &amp; Finance has continued its successful practice of offering non-credit bearing internships during the fall semester.]</b></p> <p><b>[UPDATE: New internship coordinator hired in spring 2008 has increased internships. Committee has completed report suggesting upgrades to program. School of Management is considering how credit-bearing internships are used in its curricula.]</b></p> <p><b>[UPDATE: School of Management has formed an Internship Committee chaired by Natalie Sahba. The committee is focusing on embedding internships more thoroughly and clearly in the curricular requirements.]</b></p>	<p>2008-09 – report by end of academic year.</p>	<p><b>VPAA</b>, Interim Dean, School of Management</p>	

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	<p>In conjunction with the Career Development Center, expanded non-credit bearing internships to include renewed positions in the Budget and Purchasing Offices and new positions for Facilities &amp; Operations and for Capital Projects.]</p>			
<p><b>1.4</b> By fall 2008, design a comprehensive developmental education plan in support of a demonstration project to enhance the preparation and success of prospective and newly enrolled students who have deficient academic preparation.</p>	<p><input type="checkbox"/> 1.4.1 - Purchase hardware and software for improved on-line developmental curriculum.</p> <p>[UPDATE: A committee has been established to meet on this issue.]</p> <p>[UPDATE: OASIS staff continues to meet with faculty from the Mathematics &amp; Computer Science and English departments to review effective methods of delivering appropriate developmental curricula to students, including the use of software and on-line materials. Recommendations of consultant Barbara Bonham from spring 2008 are being pursued in the areas of better placement testing in math (see Accuplacer report in 1.4.4) and improved alignment of Math 010 with high school curricula. Target date for hardware/software availability now spring 2009]</p> <p>[UPDATE: The ACCUPLACER pilot was completed this spring. OASIS staff and math faculty will continue to meet to discuss the impacts of ACCUPLACER on appropriate placement of incoming students to developmental math courses. An initial review of the results of 2009 ACCUPLACER testing will be conducted by OASIS at the end of the summer, following the use of the test during orientation.</p> <p>Reviewed Learning Management System proposals in preparation from migration from Web CT to Blackboard.]</p>	<p>Hardware and software to be available by December 2008.</p>	<p><b>VPAA</b>, AVPIS, OASIS Dir., Developmental Consultant</p>	

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	<p><input checked="" type="checkbox"/> 1.4.2 – Secure funding and continue with second year of successful Pathways Through College PK-16 demonstration project, an early college-type partnership with Mt. Pleasant High School.</p> <p><b>[UPDATE: Program is proceeding successfully with 25 participants for 2008-09. Second year Nellie Mae grant funding was secured; in-kind college support—space, student ID cards granting access to college facilities and enrichment programs—has been provided for Year 2.]</b></p> <p><b>[UPDATE: The class successfully completed College 150 in the fall 2008 semester and will be participating in four 3-credit courses on the RIC campus during spring 2009. The students will also receive daily math enrichment programming. Discussions are ongoing on ways to sustain the project after grant is ended.]</b></p> <p><b>[UPDATE: The second-year Pathways cohort performed at a high level during the spring 2009 semester. Nineteen students began the four courses in January, and all 19 students successfully completed the courses and are going to college in the fall of 2009: 12 to RIC, 3 to URI, and 1 each to Brown, Johnson and Wales, Lasell College, and the University of New Haven. Additional grant funds are being sought to sustain this successful program.]</b></p>	2008-2009	<b>VPAA</b> , AVPAA, RIOHE, ORGA	Nellie Mae grant was secured to support the continuation of this program.
	<p><input checked="" type="checkbox"/> 1.4.3 - Complete an evaluation report for the first year (2007-2008) of Pathways Through College including an analysis of data to determine the success of this dual enrollment project.</p> <p><b>[UPDATE: An OHE consultant is finalizing the</b></p>	Benchmarks established in Nellie Mae Foundation grant for enrollment, attendance, academic attainment, and retention; the report is anticipated to	<b>VPAA</b>	

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	<p><b>evaluation of Pathways Through College; Year 1 report expected late fall 2008.]</b></p> <p><b>[UPDATE: The Pathways Through College evaluation report was submitted to the RI Office of Higher Education's Coordinator of Dual Enrollment Programs in November 2008. RIC staff provided feedback during December 2008, and the completed document is anticipated by February 2009.]</b></p>	<p>be completed November 2008.</p>		
	<p><input checked="" type="checkbox"/> 1.4.4 - Utilize Accuplacer as a means to assess the effectiveness of placements and course content in developmental education in writing and mathematics.</p> <p><b>[UPDATE: USS maintains computer labs being used for Accuplacer testing.</b></p> <p><b>Discussions in process for implementing Accuplacer for approximately 100 incoming second-semester freshmen in spring 2009 to determine how successfully the college's existing in-house placement exams in writing and math predict academic success in the first year and persistence into the second year. Cohort will be tracked. English and Mathematics departments have agreed to cooperate and courses have been identified. Research continues fall 2008 to secure the best pricing agreement for the software/on-line exams to reduce the currently available "piggy-back" CCRI arrangement. Implementation is planned for spring 2009.]</b></p> <p><b>[UPDATE: Thirty-eight incoming freshmen took Accuplacer tests in math and writing at the spring semester orientation session on 1/5/09. These Accuplacer scores will be compared with the scores achieved by the same students on RIC's in-house</b></p>	<p>Fall 2008 discussion; spring 2009 implementation.</p>	<p><b>VPAA; AVPIS, OASIS/Mathematics Learning Center; Mathematics/CS Department</b></p>	

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	<p>placement tests. This student cohort will be followed to assess how appropriately Accuplacer and the in-house tests placed students in developmental versus college-level math and writing courses in spring 2009. IR is assisting in this process.]</p> <p>[UPDATE: The Accuplacer Elementary Algebra exam placed 75% of the students correctly when compared to the SAT score. The Accuplacer cutoff score of 57 correlated well with the SAT score cutoff for satisfying the Mathematics requirement. Due to the small sample, it is difficult to make definitive conclusions regarding Accuplacer. However, its use for mathematics placement is beneficial, since the test is progressive test and so places students at various levels, not just the development level.</p> <p>The WritePlacer test placed 58% of the students correctly when compared to the SAT score. Only 3 of the 11 students who were supposed to take the RIC College Writing Exam actually did so, and those three were placed into Writing 100 based on RIC's test and the WritePlacer. The Writeplacer does not provide firsthand evidence of student writing and has less support among staff and faculty for that reason.</p> <p>With support from the Office of Institutional Research, the assessment of the program's effectiveness will be reported continue every semester; the next report will be due after the fall 2009 semester, when the success of the ACCUPLACER math placement for students placed in Math 010 during summer orientation will be analyzed. ACCUPLACER will be used for math</p>			



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	<p>placement this summer and beyond.]</p> <p>Piloted Accuplacer placement exam for incoming freshmen.]</p> <p><input checked="" type="checkbox"/> 1.4.5 - Initiate dialog with Providence Superintendent of Schools to discuss the types of assistance RIC might provide to Providence Public Schools.</p> <p>[UPDATE: The President has met with the Superintendent in September, and she has been named to Providence Partners Blue Ribbon Task Force. Furthermore, Dean Eldridge (FSEHD) has been named to the Urban Education Task Force.]</p> <p>[UPDATE: Meeting with superintendent being planned for February 2009 to ensure RIC is included in superintendent's new plan for colleges to assist with business internships and other support.]</p> <p>[UPDATE: Meeting with 11 RI school district superintendents held in March 9, 2009. Follow-up is continuing after presentations by faculty and discussions with superintendents. Some superintendents have identified contacts within their districts to continue dialogue and planning with FSEHD.]</p>	September 2008	<b>President</b> , Interim Dean of FSEHD	
<p><b>1.5</b></p> <p>During the 2007-08 academic year, develop a comprehensive plan for educational technology including, as resources permit,</p>	<p><input checked="" type="checkbox"/> 1.5.1 - Two "learning spaces" for student group work will be created in the space vacated by the helpdesk following its move to from Horace Mann Technology Center to Gaige Hall.</p> <p>[UPDATE: The learning spaces in the Horace Mann Technology Center are due to be completed by the beginning of the spring semester.]</p> <p>[UPDATE: Established <u>three</u> new learning spaces for</p>	Fall 2008	<b>VPAF</b>	

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<b>electronic classrooms, labs, and other academic venues.</b>	<b>collaborative work in Horace Mann Tech Center.]</b>			
	<input type="checkbox"/> 1.5.2 - Place Gaige 164 in service as a videoconferencing and lecture capture facility. <b>[UPDATE: The facility is expected to be ready in spring 2009.]</b> <b>[UPDATE: This project is designed and shovel-ready. Acquisition is now pending clearance of state purchasing procedures and the identification of funding.]</b>	Completion spring 2009	<b>VPAF</b>	
	<input type="checkbox"/> 1.5.3 - As part of the college's continuing technological upgrading of classrooms, plan for the design, renovation of spaces, and installation of equipment in Fogarty Life Science 108 and 209, Gaige 253 and 257, Horace Mann 185, 186, 189, and 190, as well as in lecture halls at Clarke Science 128 and Fogarty Life Science 050. <b>[UPDATE: USS worked with faculty to test and select clickers for the campus to facilitate audience response, engage students, and facilitate their learning.</b> <b>Summer of 2008, USS equipped Craig Lee 051, 151, 153 and 228, Whipple 218 and Gaige Auditorium with electronic classroom technology.</b> <b>Recovered laptops were issued to academic departments.</b> <b>The Campus Store agreed to purchase clickers and sell them directly to students; approximately 500 clickers were sold at the beginning of the fall 2008 semester. USS staff provide training and in-classroom support for faculty using clickers in their</b>	Information Services will complete the initial training of faculty in FY2009.	<b>VPAF, VPAA, AVPIS, Dir. F&amp;O</b>	

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	<p>courses.</p> <p>USS deployed 300 new Dell Optiplex 755 minitower computers in the campus PC labs in Horace Mann, Whipple, Fogarty, Gaige, Alger and Adams Library. The Dell Optiplex 745 became the standard instructional PC in electronic classrooms throughout the campus.</p> <p>Information Services will identify and implement a new Learning Management System to replace WebCT.</p> <p>USS will implement a self-service lecture capture system for recording faculty lectures and student presentations.</p> <p>The campus television broadcasting studio will make high definition equipment available for instructional purposes by Spring 2009</p> <p>Plans and specs have been completed and are in review. The bid package will be submitted to the State Fire Marshal and the Building Commissioner by 15 October 2008.]</p> <p>[UPDATE: IS and F&amp;O will continue to work with AA to identify more rooms to be retrofitted as e-classrooms, to establish a lab workstation and e-classroom replacement cycle, to acquire high definition instruction equipment, and to convert WebCT courses to a new learning management system.]</p> <p>[UPDATE: Renovated and installed technology updates to the STEM Center providing four electronic classrooms and a statewide resource center for pre-service and in-service teachers (Phase</p>			

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	<p>l).  <b>Outfitted 14 additional e-classrooms.</b>  <b>Completed first phase of a major wireless network upgrade in conjunction with STEM Phase I.</b>  <b>STEM Phase II was submitted to DOA October 24, 2008 and released in May 2009. Facilities &amp; Operations worked with Information Services, the Scheduling Office, and the architects to re-sequence Phase II with a goal for completion by August 2010.]</b></p>			
<p><b>1.6</b>  <b>Strengthen the library collection; expand access to electronic knowledge resources; create student social spaces in the library where students can meet, do group work, and use their laptops. Explore the feasibility of establishing a Learning Commons in the library that accommodates individual research and collaborative learning. (2007-2010)</b></p>	<p><input checked="" type="checkbox"/> 1.6.1 - Develop a strategic plan for the library similar to those being developed by the five schools and which complies with the NEASC standards and the college's strategic plan  <b>[UPDATE: Library has developed a strategic plan that complies with NEASC standards and the college's strategic Plan 2010.]</b>  <b>[UPDATE: USS and Network &amp; Telecommunications will work with library faculty to support a learning management system that incorporates electronic resources and respects intellectual property.]</b></p> <p><input checked="" type="checkbox"/> 1.6.2 - Add a significant number of appropriate information and knowledge resources to the tangible collections through purchase, donation, and subscription.  <b>[UPDATE: Electronic knowledge resources have been expanded by acquisition of more databases through Sage Journals Online.]</b>  <b>[UPDATE: A net gain of 11 databases is projected by the end of 2008-2009 academic year. Although the</b></p>	<p>November 2008</p> <p>Report on acquisitions for 2008-09 at end of academic year.</p>	<p><b>VPAA, Library Director</b></p> <p><b>VPAA, Library Director</b></p>	

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	<p>Library received level-funding, it was able to maintain an acceptable level of acquisition and service quality. Usage of electronic reserves increased by 160% from FY07 to FY08 to a total of 27,135.]</p> <p>[UPDATE: The library will purchase ARTstor in June 2009, which will give RIC access to over one million indexed digital images of artwork.]</p>			
	<p><input checked="" type="checkbox"/> 1.6.3 - Study the feasibility of establishing a Learning Commons in the library to facilitate small group work, support individual research and collaborative learning, and integrated academic support services.</p> <p>[UPDATE: Library Director has convened group to discuss and further explore the concept of a Learning Commons that will accommodate both individual research and collaborative learning; background research provided from the literature.]</p> <p>[UPDATE: At the meeting of interested individuals, it was agreed that the library has potential, existing, and planned components for creating such a commons:</p> <ul style="list-style-type: none"> <li>• Upgrades to furniture and other amenities in areas such as Reinhardt Lounge.</li> <li>• Flexible use of laptop computers.</li> <li>• Designation of spaces on upper and lower floors for group learning.</li> <li>• Outreach to faculty to use Library for programming.</li> <li>• Library lecture and performance series that emphasizes collaborative learning and</li> </ul>	Fall 2008	<b>VPAA</b> , Library Director, AVPIS, VPAF, Library Advisory Committee	

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	<p><b>intellectual interaction.</b></p> <ul style="list-style-type: none"> <li>• <b>Collaboration with SCG to solicit their involvement.</b></li> <li>• <b>Potential location of a faculty Center for Teaching and Learning in the Library.</b></li> </ul> <p><b>Future developments will depend on college budget and fundraising through Friends of the Library, the Development Office, and Student Community Government.]</b></p>			
<p><b>1.7</b></p> <p><b>By July 2010, implement the Science, Technology, Engineering, and Mathematics (STEM) initiative.</b></p>	<p><input checked="" type="checkbox"/></p> <p>1.7.1 - Complete the STEM Center.</p> <p><b>[UPDATE: STEM Center PO was awarded September 18. Construction of the STEM Center has started with a target date for the classrooms and the Center will be in January 2009 and the adjacent office areas in March 2009.]</b></p> <p><b>[UPDATE: F&amp;O and IS worked with contractor to complete construction and outfitting of Phase I of the STEM Project, including the Rhode Island STEM Center at RIC and four HBS state-of-the-art e-classrooms will be utilized in the spring 09 semester. The ribbon cutting for the State STEM Center will be February 6, 2009. The adjacent office areas have a target completion date of March 2009.</b></p> <p><b>Academic Affairs will establish reservation priorities for shared equipment in these rooms after observing use patterns during Spring 2009.</b></p> <p><b>F&amp;O met the October goal to submit the bid package for evaluation, yet Phase II of the STEM Project remains under review at the state.]</b></p> <p><b>[UPDATE: Celebrated the STEM Center Ribbon</b></p>	<p>Ribbon cutting in January 2009</p>	<p><b>VPAF</b>, AVPIS, STEM Director, Dir. of F&amp;O, Dir. of STEM Center</p>	<p>Project funding includes \$228,300 from the Champlin Grant, \$4.5 million from the state, and supplemental funding from the college.</p>

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	<p><b>Cutting on February 6, 2009. Renovated and installed technology updates to the STEM Center providing 4 electronic classrooms and a statewide resource center for pre-service and in-service teachers (Phase I)]</b></p>			
	<p><input checked="" type="checkbox"/> 1.7.2 - Train additional cohorts of math and science faculty and relevant professional staff in the use of hardware and software adopted for the STEM Center and its programs.</p> <p><b>[UPDATE: With STEM Center Director and Faculty, USS presented training, equipment, and pedagogy outcomes to PK-16 Council September 2008.</b></p> <p><b>USS is working with F&amp;O, Network &amp; Telecommunications, the contractor, and an AV integrator to complete the STEM Renovation. Additional tablets for faculty will be purchased fall 2008.</b></p> <p><b>Continuing series of training sessions have been scheduled. Some technology items are slated as "loaners" to local schools; equipment such as tablets may be assigned to faculty for long-term loans as they work with schools to train in-service teachers.]</b></p> <p><b>[UPDATE: USS staff received instruction from the vendors on the new equipment and in turn provided instruction to faculty. With STEM Center Director and Faculty, USS presented training, equipment, and pedagogy outcomes to PK-16 Council in January 2009.</b></p> <p><b>Champlin Foundation grant will support additional classroom renovations in Gaige and Clarke Science and purchase of tablet computers.</b></p>	2008-2009	<b>VPAA, VPAF, Directors of STEM Center, USS, N&amp;T</b>	

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	<p><b>Continuing series of training sessions have been conducted.]</b></p> <p>[UPDATE: Training for faculty assigned to STEM classrooms in Henry Barnard School began in January 2009 and continued through the end of the spring 2009 semester. During this period, nine faculty workshops were scheduled by a staff facilitator with the goal of bringing faculty together to focus on pedagogy, share their experiences, and assess the effectiveness of the technology for teaching and learning. In addition, Information Technology staff provided one-on-one instruction in STEM technology for faculty upon request. Many of the workshops included hands-on learning opportunities with technical trainers from classroom equipment vendors such as Accordent, HB Communications, and SMART Technologies.]</p>			
	<p><input checked="" type="checkbox"/> 1.7.3 – Develop a strategic plan for the STEM Center, including plans for the adoption of technology that supports teaching and learning in math and science.</p> <p>[UPDATE: Champlin Foundation grant will support classroom upgrades for Math and Computer Science and a renovated, technology-rich classroom in Clarke Science. New STEM classrooms have state-of-the-art technology for teaching and will be used for teacher education. Rhode Island Department of Education has authorized STEM Center to lead development of use of technology in STEM disciplines.]</p> <p>[UPDATE: A strategic planning committee for the STEM Center was formed in spring 2009 and will continue its work through the summer. The committee’s representation includes Physical</p>	2008-2009	<b>VPAA</b> , VPAF, Dir. of STEM Center	



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	<p><b>Sciences, Nursing, Biology, Math, Secondary Education, Elementary Education, and Psychology.]</b></p>			
<input checked="" type="checkbox"/>	<p>1.7.4 - Submit at least one grant proposal that funds additional information technology specifically for the STEM Center.</p> <p><b>[UPDATE: NSF proposals were submitted (three in spring 2008 and two in summer 2008, and one in fall 2008) to support scientific research and STEM education. Two were funded and one has been recommended for funding (still pending). Other NSF or NIH proposals under development.]</b></p> <p><b>[UPDATE: Champlin Foundation proposals have been funded for new classroom technology in the Math/CS and Physical Sciences departments.]</b></p> <p><b>[UPDATE: Additional funding proposals were submitted including various economic stimulus requests, however, these were not funded.]</b></p>	Fall 2008	<b>VPAA</b> , Dir. of STEM Center	
<input type="checkbox"/>	<p>1.7.5 - Work with K-12 teachers and higher education faculty to strengthen the preparation of pre-service teachers in math and science.</p> <p><b>[UPDATE: Collaborative work is being carried out through the NSF-funded RITES project, state-sponsored mathematics summits, and school-based STEM initiatives. Individual school districts are presently engaged in planning.]</b></p> <p><b>[UPDATE: The center has engaged with RIDE in planning statewide coordination and scope and sequence for all districts. STEM Center is expected to lead the coordination of STEM professional development for the state.]</b></p>	2008-2009	<b>VPAA</b> , Dir. of STEM Center	

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	<p>[UPDATE: Math 143 and 144, Math for Elementary Teachers, was revised starting fall 2009 with an additional credit and an additional contact hour for weekly group work on mathematical skills. A second Math Summit was held at Rhode Island College to brainstorm possibilities for the improvement of mathematical competencies in school systems around the state. The STEM Center went into classroom usage for spring 2009, with rave reviews from the faculty who teach science to pre-service teachers. A Champlin grant has been used to incorporate new technology into a Math classroom.</p> <p>Two new assistant directors will be starting in the STEM Center in fall 2009: Donna Christy of Mathematics, and Anne Goodrow of Elementary Education. Both are integrally involved in pre-service teacher education at RIC.]</p>			
	<p><input checked="" type="checkbox"/> 1.7.6 - Develop and disseminate promotional and outreach materials that engage stakeholder groups in STEM initiatives.</p> <p>[UPDATE: S&amp;S is hoping to find support from STEM funding and faculty to consider the installation of a "WeatherBug" station at RIC. The project would include a weather station set up and a live view camera. We would have licenses for several campus computers to give up to date weather information. The project could become a course for HBS and College students. Costs are estimated not to exceed \$15,000.</p> <p>Assistant Director of STEM Center leading development of logo and web site and newsletter in collaboration with RIC staff.]</p>	2008-2009	<b>VPAA</b> , Dir. of STEM Center	

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	<p>[UPDATE: RIC Foundation consultant has identified a source of funds (Raytheon) and wrote proposal for this project.]</p> <p>[UPDATE: A logo was developed by PR staff and has been used in branding at the new facilities on the second floor of HBS, on the web site, and on other materials. New fliers were developed and distributed to visitors at the STEM Center. The new STEM Center website, <a href="http://www.ric.edu/stemcenter/">www.ric.edu/stemcenter/</a>, was launched in February 2009.]</p>			
<input type="checkbox"/>	<p>1.7.7 - Document growth in the collaboration among institutions of higher education in STEM Center activities.</p> <p>[UPDATE: Participants in STEM Center have been awarded a 5-year, \$12.5 million grant from NSF in collaboration with URI and school systems across the state.]</p> <p>[UPDATE: New statewide Leadership Councils have been established by RIDE in the areas of science education, math education, and educational technology, with representation from the STEM Center/RIC on all committees.]</p> <p>[UPDATE: Meetings between the NSF-RITES project leadership and the main curriculum development initiative in the state were arranged by the STEM Center to coordinate existing efforts at improving STEM education in the state.</p> <p>Working with CCRI in design and establishment of a program in developmental mathematics through the STEM Center; system funding has been secured.]</p>	2008-2009	<b>VPAA</b> , Dir. of STEM Center	

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	<input type="checkbox"/> <p>1.7.8 - Collaborate with RIOHE to ensure that the BOG, Board of Regents, Governor's office, General Assembly, and relevant legislative committees are updated on the progress of STEM projects and their impacts on the state.</p> <p><b>[UPDATE: Reports on STEM Center were provided in three summer meetings. In September, a formal presentation was given to the governor's PK-16 Council.]</b></p> <p><b>[UPDATE: Informal progress reports on the STEM initiative were provided to the Office of Higher Education (OHE). The Center has remained in close contact with the Governor's office on issues of STEM education, and a new committee with a standing monthly meeting has been established to coordinate activities from RIDE, OHE, the governor's office and the STEM Center.]</b></p> <p><b>[UPDATE: The governor's joint oversight committee for STEM, the STEM Core Committee, engages all of the above offices in collaboration on STEM issues. RIOHE has been actively involved in discussing and guiding STEM issues. Several visits by political leaders, including the Governor and a US Senator, were used to inform our constituencies about the center's activities.</b></p> <p><b>RIDE and RIC are working on an agreement that will involve RIC faculty in the Dana Center program to train Intermediate Service Providers for K-12 teacher development.]</b></p>	2008-2009	<b>VPAA</b> , Dir. of STEM Center in collaboration with President's Office	
<b>1.8</b> <b>By fall 2008, provide</b>	<input type="checkbox"/> <p>1.8.1 - Conduct an evaluation after a full calendar year, including surveys and focus groups with all</p>	April 2009 benchmarked at 80% overall satisfaction.	<b>VPAA</b> , Asst to VPAA	

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<p><b>all students with an academic advisor who is knowledgeable about curriculum and academic policy.</b></p>	<p>relevant constituencies, to assess the impact of mandatory academic advising on student retention, student satisfaction with the college experience, and faculty engagement in students' short- and long-range academic planning</p> <p><b>[UPDATE: Special RIC Council Committee on universal academic advising will re-convene in October 2008 to discuss evaluation plans. Pilot evaluations have been completed for first semester in the undergraduate programs in English and Social Work.]</b></p> <p><b>[UPDATE: The Committee on Academic Advising met in October 2008 and will be convened during the spring 2009 semester to conduct an evaluation of the first full year of universal advising at the College, including the execution of faculty and student surveys.</b></p> <p><b>Nursing faculty assumed responsibility for increased numbers of advisees to advise all intended and enrolled nursing majors in 2008. Plans are underway to engage FAS faculty to assist in advisement of intended nursing majors.</b></p> <p><b>MIS continues to support universal advising on PeopleSoft.]</b></p> <p><b>[UPDATE: A focus group for faculty was hosted by the Committee on Universal Academic Advising during April 2009. Faculty were given the opportunity to discuss successes and challenges associated with the program and to make suggestions for enhancing it. The chair of the committee and the director of OASIS prepared notes for future discussions. Impact on advising will be</b></p>			

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	<p>assessed with results from the 2009 NSSE administration when the results become available.</p> <p>Because of the tremendous surge of interest in nursing, now the largest intended major for incoming students, OASIS and FAS faculty are assisting with advisement of intended nursing majors. Nursing faculty continue to advise students accepted into the nursing program.]</p>			
<p><b>1.9</b> Explore the feasibility of creating a Center for Teaching and Learning for College faculty and submit a feasibility plan by 2009.</p>	<p><input checked="" type="checkbox"/> 1.9.1 - Appoint and convene a committee to explore the possibilities for creating a Center for Teaching and Learning on campus.</p> <p>[UPDATE: Participation of RIC Council Committee on Mission and Goals is being solicited to lead this effort with participation of other campus members.]</p> <p>[UPDATE: Committee on Mission and Goals has reviewed structure and function of several other centers and has scheduled two faculty-wide forums in February 2009.]</p> <p>[UPDATE: A formal proposal to establish a Faculty Center for Teaching and Learning was submitted by the Committee on Mission and Goals to the President and VPAA. The proposal was well received, and funding is being explored from various sources.]</p>	<p>Communicate with faculty college-wide and measure interest level in this concept. Committee to make recommendations by end of 2008-09 academic year.</p>	<p><b>VPAA</b>, Asst to VPAA, AVPIS, Asst. Dir. of ORGA, Dir. of Alumni Affairs, RIC/AFT, Council of RIC</p>	<p>External funding will be required for at least a significant part of any plan that emerges.</p>
	<p><input checked="" type="checkbox"/> 1.9.2 – Identify potential funding opportunities to implement recommendations of the committee.</p> <p>[UPDATE: The Foundation has hired Linda Jzyk as a part-time consultant to identify these potential funders.]</p> <p>[UPDATE: The foundations of interest are Davis</p>	<p>Within two months of completion of the plan, identify at least three potential sources of funding.</p>	<p><b>President</b>, Major Gifts Officer, CTL Committee</p>	<p>Potentially, one additional fund raiser. Davis Educational Foundation may be one potential funder.</p>

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	<p><b>Educational Foundations, Sharpe Family Foundation, Lumina Foundation for Education, Inc., and Ford Foundation.]</b></p> <p><b>[UPDATE: Decision was made by President and VPAA to work toward a 10/15/09 submission date to the Davis Educational Foundation.]</b></p>			
<p><b>1.10</b></p> <p><b>For each year of this plan, continue to strengthen and expand activities to enhance faculty diversity throughout the College.</b></p>	<p><input checked="" type="checkbox"/></p> <p>1.10.1 - Calculate gains in fall 2008 full-time faculty hires according to self-reported gender and racial minority status.</p> <p><b>[UPDATE: Affirmative Action reports hiring rates for racial/ethnic minorities at 14.3% and for females at 50% for faculty. HR ran ads for 36 faculty positions and managed application receipt and distribution for nearly 1000 applicants. Since May, HR processed documents for 19 faculty retirements and 19 faculty new-hires. This represents a 45% increase over our average retirement rate due to the discontinuation of the non-classified retirement incentive program in June 2008. Subsequent to contract ratification, HR implemented multiple salary increases for AFT employees.</b></p> <p><b>No gains made last year in male employment in School of Nursing faculty.]</b></p> <p><b>[UPDATE: AA, HR, and MIS will collaborate with RIOHE to purchase, test, and implement the People Admin applicant tracking package before the end of FY09. This powerful new tool will enhance minority recruitment efforts by increasing the efficiency and effectiveness of the advertising and recruitment process.</b></p> <p><b>In 2008-09, Nursing faculty positions were advertised</b></p>	<p>Report in August 2008. State Equal Opportunity Office guidelines cite as goals 14.9% for minority employment and 52.3% for female employment.</p>	<p><b>VPAF</b>, VPAA, Deans, Chairs, and Dir. of Affirmative Action</p>	

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	<p><b>in media targeting minority applicants (MinorityNurse.com). Percent of faculty from underrepresented groups remains at 2%.</b></p> <p><b>Future improvements in faculty diversity will depend on college's financial picture and ability to hire new faculty. However, the efforts to improve RIC's academic reputation and branding will include diversity as a core component of the College's values. Dialogue on Diversity Committee, the Unity Center, and a Faculty Center for Teaching and Learning (if completed) will be prime contributors the college's efforts to improve faculty diversity.]</b></p> <p><b>[UPDATE: Statistics are under development by staff; Affirmative Action responsibility has been assigned to the Director of Human Resources.]</b></p>			
<p><b>1.11</b></p> <p><b>Ensure continued institutional quality and accountability through accreditation-related activities and planning processes.</b></p>	<p><input checked="" type="checkbox"/></p> <p>1.11.1 - Complete successful School of Nursing accreditation visit by Commission on Collegiate Nursing Education (CCNE) and address any issues.</p> <p><b>[UPDATE: CCNE site visit will occur November 3-5, 2008. Funds for accreditation fees and site visit have been committed.]</b></p> <p><b>[UPDATE: Following site visit, CCNE review team unanimously recommended extending full accreditation with no areas of concern for the BSN and MSN programs.]</b></p> <p><b>[UPDATE: In May 2009, the CCNE Board fully accredited the BSN and MSN programs for maximum time allowed and with no compliance concerns.]</b></p>		<p><b>VPAA, Dean of Nursing</b></p>	
	<p><input type="checkbox"/></p> <p>1.11.2 - Complete self-study for School of Social Work and address any issues.</p>		<p><b>VPAA, Interim Dean, SSW</b></p>	



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	<p>[UPDATE: Self study process in place and proceeding.]</p> <p>[UPDATE: Self study development for CSWE is proceeding and will be completed and submitted during the summer of 2009.]</p>			
	<p><input type="checkbox"/> 1.11.3 - Begin new five-year strategic planning process for 2011-2016. September 2008 survey of campus community by VPAA as first step.</p> <p>[UPDATE: Committee to be appointed in spring 2009 with charge to develop broad outlines of goals for next five years.]</p> <p>[UPDATE: The committee has been appointed. Co-Chairs are Lesley Bogad, Associate Professor of Educational Studies, and Maureen Reddy, Professor of English. Committee members are Hedi BenAicha, Director of Adams Library; David Blanchette, Interim Dean of the School of Management; Donna Huntley-Newby, Professor of Nursing; Sue Pearlmuter, Interim Dean of the School of Social Work; Ron Pitt, Vice President for Academic Affairs (ex-officio); Hannah Claire Resseger '02, Program Director for Mt. Hope Learning Center; RIC alumna Lisa Smolski, Associate Director of the Office of Research and Grants Administration; Marissa Weiss, Assistant Director of Student Activities; and Bin Yu, Director of Management Information Services. Still to be added are representatives of the RIC undergraduate and graduate students and a member of the Rhode Island Board of Governors for Higher Education.</p> <p>The committee has solicited ideas from the broader RIC community and is meeting twice each week to begin to review RIC's status in the attainment of its</p>	Fall 2008	<b>VPAA</b>	

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	<p data-bbox="445 228 1020 289"><b>new mission statement and completion of Plan 2010.]</b></p> <p data-bbox="380 313 422 345">☑</p> <p data-bbox="445 329 1003 394">1.11.4 – Begin planning for NEASC self-study in preparation for 2011 comprehensive visit.</p> <p data-bbox="445 418 1010 516"><b>[UPDATE: VPAA to attend NEASC meeting on standards in October and VPAA &amp; President to attend NEASC Annual Meeting in December.]</b></p> <p data-bbox="445 540 1087 816"><b>[UPDATE: VPAA attended NEASC meeting on standards in October, and the President, VPAA, and Assessment Coordinator attended the NEASC annual meeting and Assessment Forum in December. President will appoint co-chairs of self-study team in early spring 2009; co-chairs will begin to review new standards, convene committees for each standard, and identify data needs for 10-year re-accreditation.]</b></p> <p data-bbox="445 841 1083 1084"><b>[UPDATE: Two co-chairs of the NEASC self-study team were appointed: Patricia A. Thomas, Professor of Nursing, and Kathryn E. Sanders, Associate Professor of Computer Science. Data collection for each of the eleven standards has begun. The standards committees will be identified during the summer and charged during the fall 2009 semester.]</b></p>	<p data-bbox="1119 313 1455 524">Updated college knowledge of NEASC standards. Timeline established for self-study development. Chairs for self-study chosen in spring 2009.</p>	<p data-bbox="1486 313 1665 345"><b>President, PEC</b></p>	
<p data-bbox="75 1125 1938 1157"><b>Institutional Goal 2: Contribute to Improved Economic Conditions and Quality of Life in Rhode Island and the Region through Research and Public Service</b></p> <p data-bbox="75 1174 489 1206"><b>NEASC Standards: VI, VIII, IX, X, XI</b></p> <p data-bbox="75 1222 1927 1287"><b>RIBGHE Goal: Promote economic development and social well-being through undergraduate and graduate education, research, public service and use of technology.</b></p>				
<p data-bbox="75 1333 285 1448"><b>2.1</b> <b>By January 2009, develop and</b></p>	<p data-bbox="380 1317 422 1349">☑</p> <p data-bbox="445 1333 1087 1430">2.1.1 - Per faculty contract, continue to administer increases in funding for proposals through the Faculty Development Fund.</p>	<p data-bbox="1119 1317 1276 1349">August 2008</p>	<p data-bbox="1486 1317 1665 1414"><b>VPAA, Faculty Development Committee</b></p>	

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<p>communicate an inventory of research being conducted by faculty and review the supported research incentive program, to include assessment of the evenness and effectiveness of implementation of the College's funded research policy, as resources permit.</p>	<p>[UPDATE: Faculty Development Fund committee is developing proposals for the Presidents of RIC and RIC/AFT to modify the committee's procedures, including online proposal submission, changes in per-grant funded amount, restrictions on number of proposals per faculty member, inclusion of sabbatical activities, and wider dissemination of results.]</p> <p>[UPDATE: A total of \$71,000 will be distributed to support 54 proposals for the 2009-2010 year.]</p>			
	<p><input checked="" type="checkbox"/> 2.1.2 - As part of the New Faculty Orientation program, include one full session on Grant Opportunities and Funded Research.</p> <p>[UPDATE: Session will occur on November 7, 2008.]</p> <p>[UPDATE: Session held on 11/7/08 and will be repeated in future years.]</p>	November 2008	<b>VPAA</b>	
	<p><input type="checkbox"/> 2.1.3 - Publish one new edition of "Research Works at Rhode Island College," an electronic publication highlighting scholarly research. Disseminate this link to the state's research community and to current and potential funders. The publication will include a special feature on faculty sponsored research accomplishments, a list of faculty who are prepared to serve as mentors to colleagues who wish to pursue similar opportunities, and an inventory of funded research projects (with their funding sources) from the past academic year.</p> <p>[UPDATE: The position of Director of Research and Grants Administration will be filled on a half-time basis. The focus of the position will be on pre-award</p>	January 2009	<b>VPAA</b> , Office of Research and Grants Administration (ORGA)	Staff time

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	<p>administration.</p> <p>Work will commence on the web publication October 2009 with a view to publication by February 2009 to include a special emphasis on research accomplishments in the basic and applied sciences.]</p> <p>[UPDATE: A search is nearing completion for the position of Associate Director of the Office of Research and Grants Administration on a 20-hour-per-week basis. The focus of the position will be on pre-award proposal development. Until the position is filled, "Research Works" is on hold.</p> <p>All faculty are being encouraged to update and improve their individual profiles on the RIC website, including their research activities.</p> <p>Nursing faculty actively participated in the planning and conduct of the Convocation of Scholars 2008.]</p> <p>[UPDATE: New web-based outlets have replaced printed publications such as Research Works. A plan for prioritizing and publicizing faculty research will be developed to build on the general media strategy. This is one of ORGA's priority goals for 09-10.]</p>			
	<p><input type="checkbox"/> 2.1.4 – Prioritize faculty/staff research initiatives in the news media.</p> <p>[UPDATE: A general media strategy is being developed by the Branding and Identity BRC Implementation Team to enhance the college's academic reputation.]</p> <p>[UPDATE: A plan for prioritizing and publicizing faculty research will be developed to build on the general media strategy. This is one of ORGA's</p>	<p>Meet and develop plan by end of October 2008</p>	<p><b>VPAA</b>, Dir. ONPR, ORGA</p>	

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	<b>priority goals for 09-10.]</b>			
<p><b>2.2</b></p> <p><b>Develop recruiting and marketing strategies to capitalize upon and to publicize existing and new research/public service initiatives and to familiarize the State and region with the comprehensive nature of RIC; identify funding to support such a plan. (2007-2010)</b></p>	<p><input type="checkbox"/> 2.2.1 - Continue to increase the frequency, reach, and scope of positive publicity for the college.</p> <p><b>[UPDATE: Promoting and publicizing news about the college is top priority for the Office of News and PR. The office will continue its daily efforts to pitch stories to the media and promote the achievements of its faculty, staff, and students. Assistance from the campus community to advise the office of newsworthy stories and events is vitally important for the success of this goal. See also item 2.2.5 - Branding]</b></p> <p><b>[UPDATE: What's News went online in April 2009. This will result in a cost savings of approximately \$150,000 a year. In addition, ONPR is developing new graphic formats for online promotion of campus events, also in an effort to reduce printing and mailing costs. President has been on television, radio, and newspaper multiple times in spring 2009.]</b></p>	<p>Report following end of 2008-09 academic year.</p>	<p><b>President</b>, Dir. ONPR</p>	<p>Priority need (9/08) for filling the revamped vacancy in ONPR (two positions restructured into one)</p>
	<p><input type="checkbox"/> 2.2.2 - Finalize, announce, and showcase the college's gift from the Warhol Foundation for the Visual Arts.</p> <p><b>[UPDATE: Initial announcement of this gift garnered nationwide print media attention. "Informal" viewing of some of the material from the Warhol collection to be held before the close of the academic year. Primary concern is the proper display of the pieces and needed funding. This winter break Gallery Director James Montford researched foundations. The material has to be treated in an archival fashion. He anticipates we can do a "viewing" at the end of April or beginning of</b></p>	<p>Announcement in August, Present an exhibition during the 2008-09 academic year.</p>	<p><b>President</b>, Dir. of Bannister Gallery, Dir. ONPR</p>	

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	<p><b>May. Articles appeared in <i>Pro Jo</i> August 28, 2008 and <i>What's News</i> September 08.]</b></p>			
<input checked="" type="checkbox"/>	<p>2.2.3 - Establish a new art exhibition venue on the first floor of the President's Residence for display of artwork from students, faculty, and alumni.</p> <p><b>[UPDATE: Initial exhibition of artwork by Richard Whitten has been viewed at several receptions held in summer and fall of 2008; formal reception to be held on October 15.</b></p> <p><b>[UPDATE: Alumni particularly interested in art. Two new installations planned for spring: a two-student show followed by student group show.]</b></p>	August 2008	<b>President</b> , Art Faculty	
<input checked="" type="checkbox"/>	<p>2.2.4 - Appoint and convene an Enrollment Management Task Force to study and to make recommendations relative to a report completed by an enrollment management consultant, Stephen Briggs of the University of Massachusetts-Dartmouth. The charge will include an analysis of the current and potential market positioning of the institution among other regional comprehensive four-year colleges, with particular reference to RIC's opportunities for undergraduate research, honors projects, service learning, civic engagement, and public service.</p> <p><b>[UPDATE: Task Force members have been selected. Charge provided to group. Initial meetings scheduled for October 2008. Draft report will be submitted to VPAA in spring 2009 semester.]</b></p> <p><b>[UPDATE: The Task Force met throughout the fall 2008 semester, as did its two subcommittees (outreach/admissions, and retention/graduation). Recommendations will be discussed in January 2009</b></p>	Develop plan by December 31, 2008	<b>VPAA</b> , AVPAA, Enrollment Management Task Force	Fiscal requirements to be determined

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	<p><b>with a report to be completed in early February 2009.]</b></p> <p><b>[UPDATE: The Enrollment Management Task Force completed its work and submitted a report containing 40 ideas and strategies for a) recruitment and admissions, and b) retention and graduation.]</b></p>			
	<p><input checked="" type="checkbox"/> 2.2.5 – Enlisting faculty and alumni with marketing backgrounds, develop a plan to develop a single institutional message and look that will be immediately identified with RIC (Branding Initiative). Evaluate resources necessary to carry out the plan and determine funding options.</p> <p><b>[UPDATE: A subcommittee of the Enrollment Management Task Force will examine “branding and marketing,” with consulting assistance from experts within the RIC School of Management.]</b></p> <p><b>[UPDATE: A new institutional mission statement was approved by Council and by the Board of Governors.</b></p> <p><b>The Marketing and Branding Committee, with participation from the campus and alumni communities, has produced a new tagline for the college (Reach. Inspire. Connect) and tagline logo. This effort used all internal resources with no costs incurred from outside agencies. Media coverage of this effort was extensive, appearing in <i>The Providence Journal</i>, on the <i>Associated Press</i> regional wire services, <i>Providence Business News</i>, and <i>WJAR-10</i>, <i>WPRI-12/Fox News Providence</i>, and <i>ABC-6</i> television news segments.</b></p> <p><b>Throughout the summer, the nine-person committee</b></p>	Plan by 12/31/08	<b>President</b> , Branding Committee	

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	<p>will be developing a promotional campaign set to launch in fall 2009, again using as many in-house resources as possible.</p> <p>Facilities &amp; Operations (Signage Coordinator) and Publishing Services have worked with ONPR to produce prototypes for marketing campaign.]</p>			
	<p><input checked="" type="checkbox"/> 2.2.6 - Enhance professional development training for admissions officers so that they emphasize to prospective students the multiple offerings and opportunities in the areas of undergraduate research, honors projects, service learning, civic engagement, and public service.</p> <p>[UPDATE: The Director and Associate Director of Admissions have attended (and plan to attend) conferences and workshops during the 2008-09 academic year, including the National Conference on Enrollment and Retention, to assist them with developing in-house professional development training for Admissions staff.]</p> <p>[UPDATE: Staff training is conducted during the Admissions Office's Monday morning staff meetings. All staff members serve on college committees and/or outside committees and organizations that support recruitment efforts. One of the Assistant Directors has been designated as the Honors recruitment coordinator. These measures have improved staff confidence and competency in discussing college initiatives and in presenting the college's academic strengths.]</p> <p>[UPDATE: For the fall 2009 semester, the Admissions Office has recorded the largest number of applications, admissions, and paid deposits in the</p>	Spring 2009	<b>VPAA, AVPAA</b>	



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	<p><b>history of the college.]</b></p> <p><input checked="" type="checkbox"/> 2.2.7 - Ensure that updated admissions and other college outreach and marketing materials include highlighted references to the college's opportunities for undergraduate research, honors projects, service learning, civic engagement and public service.</p> <p><b>[UPDATE: Completed in September 2008. Admissions Viewbook and other recruitment materials were refreshed with better visuals, tightly edited text, and use of "action-oriented" photography.]</b></p> <p><b>[UPDATE: The Viewbook and recruitment materials are widely disseminated among potential applicants at college fairs and school visits and through the campus tour program and mail, phone, and e-mail requests. During fall recruitment season, the pieces appeared to be well received by students, parents, and counselors, but formal feedback will be collected through focus groups next year. The Viewbook is now available on the RIC website.]</b></p>	December 2008	<b>VPAA, AVPAA</b>	
	<p><input type="checkbox"/> 2.2.8 - Establish active advisory boards in all professional schools.</p> <p><b>[UPDATE: School of Nursing advisory board established in January 2007. Schools of Management and Education have developed plans and a charge for advisory boards.]</b></p> <p><b>[UPDATE: School of Management Advisory Board met on 1/13/09. FSEHD is planning a superintendents' meeting.]</b></p> <p><b>[UPDATE: School of Nursing Advisory Board meeting</b></p>	100% accomplished in fall 2008	<b>VPAA, Deans of FSEHD, SSW, SOM, SON</b>	

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	<p>regularly. Board established fundraising goal of \$50,000 by July 2009 for Dean's Development Fund: held successful celebration and fundraising event in fall of 2008, initiated a spring appeal letter to nursing alumni, and scheduled a fundraising event for October 2, 2009.</p> <p>On March 9, 2009, the Feinstein School convened the superintendents from around the state to discuss needs, initiatives, and opportunities for collaboration between K-12 and higher education in in-service teacher development and evaluation. FSEHD is still working on creating a permanent advisory Board. A Henry Barnard School Advisory Board to the Dean was formed in January 2009.</p> <p>The School of Management Advisory Committee met twice during the spring term and has divided into subgroups related to curriculum, student/faculty development, and outreach.]</p>			
	<p><input checked="" type="checkbox"/> 2.2.9 - Increase contracts with business and industry.</p> <p>[UPDATE: Contacts with the nonprofit sector continue to grow through the Feinstein Institute for Philanthropic Leadership's Certificate Program in Nonprofit Studies. School of Nursing contracts in 2008 included VA Nursing Academy and Department of Commerce Economic Development Grant with URI and CCRI.]</p> <p>[UPDATE: Discussions under way between School of Management and insurance trade organization regarding development of new insurance certificate program. Various contracts are held by the affiliates of the David E. Sweet Center with government agencies and private foundations, e.g. RITAP,</p>	2-4 new contracts in 2008-2009	<b>VPAA, Deans</b>	

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	<p><b>Sherlock Center, and Adult Education Professional Development Center with RI Dept. of Education; Outreach Programs with RI Department of Human Services and Department of Labor and Training; Poverty Institute and Addiction Recovery Institute with RI Foundation; Feinstein Institute with Feinstein Foundation; Portuguese/Lusophone Institute with PALCUS and other donors; RI Writing Project with National Writing Project.]</b></p> <p><b>[UPDATE: The School of Nursing established new contracts with AARP and HARI as part of Robert Wood Johnson/AARP/HRSA/US Department of Labor supported project, "Center to Champion Nursing in America."</b></p> <p><b>The School of Management is partnering with an insurance trade organization in developing a new insurance certificate program.</b></p> <p><b>RIC and the School of Diagnostic Imaging at Rhode Island Hospital are collaborating in the creation of a new major, Bachelor of Science in Radiologic Technology, that will meet the needs of new certification standards and the growing demand for these skills in the RI labor force. The proposal must be submitted to the RIBGHE for its consideration.]</b></p>			
<p><b>2.3</b></p> <p><b>By May 2009, develop a strategy to increase alumni involvement with and support for scholarship and public service initiatives.</b></p>	<p><input type="checkbox"/> 2.3.1 - Continue efforts through the Office of Development and through the Alumni Association to build school and constituency specific alumni programming and outreach efforts. Targeted groups include parents of freshmen, the Henry Barnard School, the Feinstein School of Education and Human Development, the School of Nursing, and the School of Social Work.</p>	<p>2008-2009</p>	<p><b>President, Dir. of Alumni Affairs, Deans</b></p>	

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	<p>[UPDATE: Committee formed; report complete exploring SOM alumni relations, including possibility of forming SOM Alumni Organization. Many alumni responded to the first fundraising campaign for SON Dean's Development Fund and attended the kick-off event on 11/21/08.]</p> <p>[UPDATE: Final draft of alumni and development plan due at the end of June 2009 by Lisa Smolski. Given the greater diversity of the alumni base, the need for program-specific advisory boards has been identified. An early example is the development of an advisory board for Computer Science graduates. An additional focus will be on ways to engage a greater proportion of the 36,000 RIC alumni who reside in the state.]</p>			
	<p><input checked="" type="checkbox"/> 2.3.2 - Invite to a high profile alumni event students whose scholarships have enabled them to undertake research/public service activities, and arrange for special oral presentations for alumni by these students at such an event.</p> <p>[UPDATE: Consideration being given to inviting alumni and potential donors to honors student presentations and to make the annual Convocation of Scholars a more public event with a greater reach to the wider community.]</p> <p>[UPDATE: Convocation of Scholars in spring 2009 will initiate a college-wide student symposium on May 4, 2009 that encompasses an Honors convocation and various school-based student academic presentations to which alumni and potential donors may be invited.]</p> <p>[UPDATE: 53 nursing alumni donated to the newly</p>	Spring 2009	<b>VPAA</b>	

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	<p>established Dean's Development Fund as of April 2009.</p> <p>The new Student Convocation of Scholars event was held on May 4, 2009, with over 90 students presenting work from their undergraduate or graduate projects and courses. An Honors Dinner was held the same day to recognize seniors graduating with departmental or college honors.]</p>			
	<p><input type="checkbox"/> 2.3.3 - Develop a new fundraising mechanism that includes major gifts and graduate assistantships that can support student needs with less reliance upon continued increases in tuition and fees.</p> <p>[UPDATE: Maggie Dooley, Major Gifts Officer, has consulted with Alan Zacharias, a professional fundraising consultant, on naming opportunities and will meet with him again at the end of October. She is also attending two fall 2008 workshops on major gifts.]</p> <p>[UPDATE: Have acquired <i>Foundation Search</i>; demonstration of <i>Wealth Engine</i> scheduled for 1-27-09 for assessment as to potential purchase. These programs will assist in securing major gifts and potential funding for graduate assistantships. President has asked Interim ED of Foundation to convert scholarships that are not being given regularly into graduate assistantships, (when feasible) after consultation with donor or donor's family. A new naming policy has been adopted and a list of donation targets developed for interior and exterior sites on campus.]</p> <p>[UPDATE: Visits by US senators and members of congress and a meeting with all RIC alums in the</p>	Fall 2008	<b>President</b> , Major Gifts Officer, RICF Consultant	

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	<p>state legislature as well as visits with business officers and executives were held in spring 2009.</p> <p>Have acquired Wealth Engine (WE) subscription (5/18) as a shared resource for Alumni Affairs, RICF, Athletics; first of a series of training sessions begins 6/16. An initial list submitted to WE for research of 500 alumni will be reviewed and evaluated during training. Results will be integrated into our prospect plan beginning July 1, 2009.</p> <p>The list of naming opportunities has been finalized and posted on the RIC website, together with the college policy on naming.</p> <p>The Interim Executive Director of the RIC Foundation has also worked extensively with prior donors to adjust earlier agreements to permit the use of funds from endowment principal in certain cases when interest proceeds alone are insufficient to satisfy the obligations of the gift.]</p>			
<p><b>Institutional Goal 3: Recruit, Enroll, Retain, and Graduate Qualified Students from all Backgrounds</b></p> <p><b>NEASC Standards: III, IV</b></p> <p><b>RIBGHE goal: Improve participation and graduation rates in higher education.</b></p>				
<p><b>3.1</b></p> <p><b>Between 2007 and 2010, develop and implement an enrollment marketing plan that will increase the number of applications from</b></p>	<p><input checked="" type="checkbox"/></p> <p>3.1.1 - Appoint and convene an Enrollment Management Task Force to develop this plan.</p> <p><b>[UPDATE: Task Force members were selected, and written charge was provided to group in September 2008. Schedule of meetings planned for the fall and winter intercession 2008-09.]</b></p> <p><b>[UPDATE: The Task Force and its two subcommittees met throughout the fall 2008 semester and plan to</b></p>	<p>Appoint August 2008; goal is to increase applications and yield by 1% over those for fall 2008 semester. Headcount enrollment target for 2009-10 is 2% increase over official fall 2008 headcount figure.</p>	<p><b>VPAA, AVPAA and Dir. of Admissions</b></p>	

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qualified students by 1% each yr. Increase the yield by 1% each year.	<p>make initial recommendations in January 2009. The plan is on target for presentation to the VPAA in draft form by the end of January 2009.]</p> <p>[UPDATE: A special Ad Hoc Committee on Nursing Numbers met several times to address the extraordinary increase in applicants interested in pursuing nursing at RIC. As of June 2, 2009, 813 students applied for freshman admission to nursing, and 286 students have submitted deposits.]</p>			
	<input type="checkbox"/> 3.1.2 - Through the enrollment management plan, set new metrics for transfers and enrollment of in-state and out-of-state residents. <p>[UPDATE: The Task Force's enrollment management plan is working on recommendations for the adoption of goals and metrics for the enrollment of both in-state and out-of-state students.]</p> <p>[UPDATE: The Enrollment Management Task Force completed its work and set a series of metrics/benchmarks for different categories of students organized by key objectives. The development of a target class profile will be formed over the next year. An enrollment management emergency response team is being formed that includes the enrollment management directors, AVPAA, Residence Life, an academic dean, and Institutional Research.]</p>	By January 2009	<b>VPAA</b> , AVPAA and Dir. of Admissions	
<b>3.2</b> <b>Increase enrollment of traditionally under-represented students so that enrollment</b>	<input checked="" type="checkbox"/> 3.2.1 - Increase the number of traditionally under-represented students by 1.0% each year until college enrollment approaches the demographics of the institution's regional market.	Analyze data by academic major to target efforts to increase applications of multicultural students.	<b>VPAA</b> , VPSA, and Dir. of Admissions	

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<p>approaches the demographics of the regions from which the college draws its applicants (by 2009)</p>	<p>[UPDATE:</p> <ul style="list-style-type: none"> <li>• During the 2008-09 academic year, the number of sections of “Bridges” (a developmental course for freshmen geared toward strengthening basic skills and college learning strategies) was increased from one to two. This course enrolls primarily under-represented groups and is designed to promote retention and academic success. The College will offer three sections of this class in 2009-10, with a view to assisting students to identify their academic strengths and to select a major.</li> <li>• The College will continue to monitor the retention and academic success of RIC’s Pathways Through College students from Mount Pleasant High School, the preponderance of whom are members of minority groups.</li> <li>• A new program developed by the Office of Student Activities known as “Emerging Leaders” has helped to promote self-understanding, cultural competency, communication and teamwork, social responsibility, professionalism, and mentorship across a diverse cadre of student leaders.]</li> </ul> <p>[UPDATE: Programs including Bridges, Pathways through College, and Emerging Leaders continue. Efforts at increasing traditionally underrepresented groups show improvement: Between 2007-08 and 2008-09, the number of minority undergraduate students increased from 1,089 (or 14.2% of the undergraduate student body) to 1,216 (or 16.0%),</p>			



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	<p>representing an increase of almost two percentage points.]</p>			
<p><b>3.3</b> By 2009, increase by 2% the recruitment and enrollment of transfer students.</p>	<p><input checked="" type="checkbox"/> 3.3.1 - Continue efforts to increase the number of transfer applications and acceptances.</p> <p>[UPDATE: RIC is a full partner in the Joint Admissions Agreement (JAA) and continues actively to promote its baccalaureate programs to CCRI students (as well as to students attending other regional community colleges). An initiative to extend the Metropolitan Tuition Program (MTP) catchment region deeper into Massachusetts and into Connecticut is currently in the preliminary proposal phase.]</p> <p>[UPDATE: As of December 2008, over 380 students have identified RIC as their preferred destination for a BA/BS upon completing their studies at CCRI.</p> <p>A RIC proposal to extend the MTP catchment region from a 20- to a 50- mile radius was approved by RIBGHE in December 2008. Rather than paying out-of-state tuition, students who live in the enlarged MTP region will pay 1.5 times RIC's in-state tuition. Active promotion of this change to prospective students is underway.</p> <p>Admissions has subscribed to Zinch (a college-planning website) as a way to increase student interest in RIC.</p> <p>RIC transfer counselor has visited CCRI counselor staff to highlight the option of transferring to RIC after one year at CCRI. This option is also being promoted to students who do not meet admissions standards to RIC.]</p>	<p>Goal is 2% increase over 2007 base year.</p>	<p><b>VPAA</b>, AVPAA, Dir. of Admissions</p>	

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	<p>[UPDATE: Transfer applications for the class entering fall 2009 are up 20.8% compared to 2008, or a total of 205 more students. Transfer admits (835) are at a record high, with a 16.5% increase over 2008. Total transfer deposits (442) are also a record, with a 2.8% increase over last year. OASIS staff made five visits each semester to the CCRI campuses to advise students in the JAA program on their transfer plans (programs of study).]</p>			
<p><b>3.4</b> Beginning with fall 2008, sophomore to junior year, and junior to senior year retention will increase by 1% per year.</p>	<p><input checked="" type="checkbox"/> 3.4.1 - A plan was devised in the fall of 2007 to identify high-risk groups and target their needs. This plan will be shared with appropriate offices in order to define implementation steps, with the first stage of implementation to follow.</p> <p>[UPDATE: Using, in part, the first-year evaluation report on the Pathways Through College pilot program in fall 2008, the Enrollment Management Task Force will propose specific recommendations for recruiting high-risk groups based upon identified needs (fall 2008-spring 2009) and national best practices for improving student retention and success.]</p> <p>[UPDATE: The Enrollment Management Task Force report identified numerous institutional strategies to increase retention, including early strengthening of math and writing skills, a new first-year experience program, improving the slate and predictability of course offerings that permit timely degree completion, expanding January course offerings, extending the use of PeopleSoft to permit early warning for students at all levels, expanding the opportunities for on-campus employment, and establishing an integrated faculty/staff orientation</p>	<p>Dissemination of plan in fall 2008; first stage of implementation to be completed in spring 2009.</p>	<p><b>VPAA, VPSA, and Enrollment Management Task Force</b></p>	

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	<p>on student advising.</p> <p>The ATI Test of Essential Academic Skills was administered to students beginning the nursing program to identify at-risk students. Students identified through this mechanism were encouraged to access services by academic advisers.]</p>			
<p><b>3.5</b></p> <p>Decrease by 1% the gap in retention between minority students and other students. (beginning with fall 2009)</p>	<p><input checked="" type="checkbox"/></p> <p>3.5.1 - Plan initiatives for implementation.</p> <p>[UPDATE: The Enrollment Management Task Force is developing draft proposals for presentation to the VPAA in late January 2009 that will include steps to improve retention rates for minority students. VPAA attended symposium on 1/16/09 sponsored by NERCHE and the Carnegie Corporation of New York on success of underserved students. Future efforts will focus on incorporating national best practices in engagement of undeserved students at RIC.]</p> <p>[UPDATE: The Enrollment Management Task Force submitted its report to the VPAA in early February 2009. Several objectives provide measures that are geared toward reducing the gap in retention between minority and other students.</p> <p>A collaborative community-based initiative to increase the number of African-American males to enter the nursing profession has been brought forward by VPAF Ivy Locke. President Carriuolo has established an outreach with the Latino community by securing a volunteer to assist in translating key admissions materials into Spanish. Interim Foundation Executive Director Pagliarini has begun a collaborative outreach to Native American tribal institutes in the west, potentially paving the way to</p>	<p>Spring 2009</p>	<p><b>VPAA</b>, Enrollment Management Task Force</p>	

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	<p><b>student and faculty interchange.]</b></p>			
<p><b>3.6</b> Decrease by 1% the gap in retention between out-of-state and in-state students. (beginning with fall 2009)</p>	<p><input checked="" type="checkbox"/> 3.6.1 - Plan initiatives for implementation.</p> <p><b>[UPDATE The Enrollment Management Task Force is developing recommendations designed to improve retention of out-of-state students. Expansion of the MTP program to reduce out-of-state tuition for targeted region will reduce financial stress on out-of-state students. VPAA sent a letter to all students newly qualified for MTP to encourage their retention at the college.]</b></p> <p><b>[UPDATE: This initiative will depend on improved data collection, analysis, and dissemination regarding student retention. The Enrollment Management Task Force submitted its report to the VPAA in early February 2009. Several objectives provide measures that are designed to decrease the gap between in-state and out-of-state students.]</b></p>	Spring 2009	<b>VPAA, VPSA, Enrollment Management Task Force</b>	
<p><b>3.7</b> Decrease by 1% the graduation gap between minority students and other students. (by spring 2010)</p>	<p><input checked="" type="checkbox"/> 3.7.1 - Begin planning for coordination between Academic Affairs and Student Affairs to ensure that academic advising and social supports are available to all students for the 2009-2010 academic year.</p> <p><b>[UPDATE: Student Affairs members of the Enrollment Management Task Force have expressed strong interest in collaborating with Academic Affairs on advising and student engagement. The National Survey of Student Engagement results are being used to suggest specific areas in which the college can improve student engagement.</b></p> <p><b>With collaboration between Student Affairs and Academic Affairs, informational sessions are planned to discuss the NSSE results in spring 2009. Future</b></p>	Spring 2009	<b>VPAA and VPSA</b>	

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	<p>discussions between the two divisions will be held in fall 2009 to begin a comprehensive review of the first college year at RIC.]</p> <p>[UPDATE: Open Books Open Minds will continue in 2009 as a collaboration between Academic and Student Affairs and will serve as the foundation of a first-year experience. The Enrollment Management Task Force submitted its report to the VPAA in early February 2009. Several objectives provide measures that are geared toward decreasing the graduation gap between minority and other students.]</p>			
<p><b>3.8</b></p> <p>Decrease by 1% the graduation gap between Pell Grant recipients and other students. (by spring 2010)</p>	<p><input checked="" type="checkbox"/></p> <p>3.8.1 - Begin planning process for initiatives.</p> <p>[UPDATE: The Enrollment Management Task Force is developing proposals for submission to the VPAA by late-January 2009 for boosting graduation rates among all student groups, including Pell grant recipients. National best practices need to be adopted for retention of low-income students.]</p> <p>[UPDATE: The Enrollment Management Task Force submitted its report to the VPAA in early February 2009. Several objectives provide measures that would tend to reduce the graduation gap between Pell Grant recipients and other students.]</p>	<p>Spring 2009</p>	<p><b>VPAA</b> and VPSA with deans, OASIS, department chairs, and faculty</p>	
<p><b>3.9</b></p> <p>By June 2008, explore the feasibility of expanding opportunities to deliver instruction and services using alternative schedules,</p>	<p><input checked="" type="checkbox"/></p> <p>3.9.1 - Consider implementation of a June 2008 recommendation by the Plan 2010 Monitoring Task Force that a committee build on the work of the systemwide distance learning committee as well as an earlier 2006 report compiled by the Office of Continuing Education. The committee's charge would be to discuss and to make recommendations on the implementation of alternative schedules, instructional</p>	<p>Fall 2008</p>	<p><b>VPAA</b>, Interim Dir. of Continuing Education, Chair of COGE, Dir. of Scheduling, Chair of the Mathematics Department, President of the RIC/AFT, and Chair of Council</p>	<p>The Budget Review Committee will consider the revenue generating potential of this proposal.</p>

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<p><b>methods, and formats, including distance learning options; identify potential departments and programs that may participate.</b></p>	<p>methods, and academic formats. The committee will assess current and future technology needs, faculty development needs, identify courses/programs appropriate for distance learning, and identify external grant opportunities to support new pedagogies.</p> <p><b>[UPDATE: Alternative Delivery Implementation Team of the BRC has met during the fall 2008 term and formed recommendations for next steps as follows:</b></p> <ul style="list-style-type: none"> <li>• <b>Formulate a process for approving online courses as per the RIC/AFT contract.</b></li> <li>• <b>Convene the committee on intellectual property issues mandated by RIC/AFT contract.</b></li> <li>• <b>Develop a plan to assess online learning.</b></li> <li>• <b>Assess and, where needed, improve online student services.</b></li> <li>• <b>Support faculty in online pedagogy.</b></li> <li>• <b>Conduct a campus discussion about the nature and role of online learning and academic quality.]</b></li> </ul> <p><b>[UPDATE: An open forum about online learning was conducted in April 2009. An intensive, weeklong workshop, In Pursuit of Online Pedagogy and Practice, is being offered by Dr. Susan Patterson in June 2009 to 38 faculty. Each of these faculty will be delivering a course that is at least 60% online during the fall 2009 or spring 2010 semesters. A committee to develop an intellectual property policy for RIC will be working into the fall 2009 semester. The Academic Technology Advisory Committee of Council</b></p>			

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	<p>sponsored an EdTech Day on Friday, May 15 that attracted over 60 faculty to view presentations by colleagues about a wide array of technology usage in RIC courses. RIC will be installing a new learning management system -- Blackboard 9 -- during the fall 2009 semester, which will greatly enhance the college's technology infrastructure for teaching.]</p>			
<input type="checkbox"/>	<p>3.9.2 - Form a task force and explore developing a master's degree program through distance learning.</p> <p>[UPDATE: The Alternative Delivery group has identified the needs for online program development to include intellectual property policy, faculty and student support, and approvals from the various oversight bodies including NEASC.]</p> <p>[UPDATE: The best opportunities for online graduate programs will be identified over the 2009-2010 year. Discussions will be conducted among deans, department chairs, and faculty regarding opportunities for online graduate programs. The beginning experiences with online pedagogy will inform the campus community about the suitability of developing an online graduate degree. If such a degree were developed, approval for a "substantive change" will be sought from NEASC and the RIBGHE.]</p>	Fall 2008	<b>VPAA</b>	
<input checked="" type="checkbox"/>	<p>3.9.3 - Increase Continuing Education offerings, branding, and marketing. Initiate new business development programming, in-service teacher development offerings, and other opportunities.</p> <p>[UPDATE: Implementation team designated from BRC.</p> <p>Discussions under way about offering new programs</p>	Spring 2009	<b>VPAA, ALR</b>	

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	<p>and standardizing the functions of the Continuing Education office. Instructor fee structures and revenue sharing within college units is being reviewed in light of need to increase incentives.]</p> <p>[UPDATE: A BRC Implementation Team has discussed new programs and initiatives, including online delivery of CE seminars and workshops. New certificate programs are being pursued in Schools of Nursing, Management, and Social Work. Unpaid advisor to the VPAA for corporate services and continuing education is researching new markets that match with RIC's core strengths. A summary of the implementation team's status was presented to the BRC on 1/13/09. Concurrent discussions have taken place on the recruitment/admissions subcommittee of the Enrollment Management Task Force, whose draft report is due to the VPAA in January 2009.]</p> <p>[UPDATE: The Office of Continuing Education and Summer Sessions (OCESS) worked with an advisor to the VPAA to establish a Personal Enrichment Program for alumni and community constituencies (spring/summer). OCESS worked with a former employee of the RI Department of Administration and volunteer to establish Incentive Credit training courses designed for state, municipal, and nonprofit employees to upgrade their work skills. OCESS is now supporting Sherlock Center CE programming and continues to support programming sponsored by a variety of on and off-campus partners. OCESS has begun to transcript CEU workshops in PeopleSoft. Curricular proposals in development for the fall include a School of Management certificate in insurance and a School of Social Work certificate</p>			



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	<p>in gerontological social work. OCESS continues to increase the visibility of CE on the RIC Web site and has improved access to CE programming with secure online options for registration and payment. New online payment capability integrated with PeopleSoft will be available in 2009-10, and the establishment of a 'one-stop' CE access portal is a goal for 2010-11.]</p>			
<p><b>Institutional Goal 4: Assure Welcoming Facilities, Efficient Services, and a Sense of Community for all Rhode Island College Constituents</b>  <b>NEASC Standards: VI, VIII, IX, X</b>  <b>RIBGHE goal: Promote economic development and social well-being through undergraduate and graduate education, research, public service and use of technology.</b></p>				
<p><b>4.2</b>  Update the detailed inventory of the College's buildings and grounds, develop a new priority listing of needed repairs and enhancements. Include parking expansion in next campus Master Plan.</p>	<p><input checked="" type="checkbox"/> 4.2.1 - Initiate RFP for 10-year Master Plan update.  [UPDATE: This is not in the budget, but an RFP could be initiated by spring 2009.]  [UPDATE: Administration &amp; Finance is collaborating with Academic Affairs to draft an RFP for the campus master plan, which is to include a space analysis. Funding requests to update academic spaces have been made to state, federal, and private sources.]  [UPDATE: Wrote Master Plan RFP, planned, and launched 2010 Master Plan Committee.  Established the Steering, Selection, Kick Off Meeting Planning, Focus Group Coordination, and Space Analysis &amp; Data Collection Sub-Committees of the Master Plan Committee.  Received 15 proposals. Evaluated quality and fee structures to generate data to recommend no less than 3 firms to the President for campus interviews.</p>	<p>Spring 2009</p>	<p><b>VPAF</b></p>	

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	<p><b>Campus visits for prospective coconsultants are scheduled for June 23.]</b></p>			
<input checked="" type="checkbox"/>	<p>4.2.2 - The Office of Residential Life &amp; Housing will pilot expanded use of a work order system (“Track It”) for requests from residence hall directors. The Facilities &amp; Operations webpage will be revised to feature on-line instructions to centralize the initiation and tracking of work order requests from department chairs, directors, and secretaries with the goals of expediting receipt of the requests by the appropriate staff member, reducing response times, and improving completion rates.</p> <p><b>[UPDATE: A revised F&amp;O website providing instructions on submitting work orders was launched in September. Training to initiate work order requests and to track work orders has been extended to departmental secretaries.]</b></p> <p><b>[UPDATE: Facilities &amp; Operations in conjunction with the Academic Leadership Roundtable established the “Summer Spruce-Up” program with minor repairs to be accomplished between May 1 and September 1.]</b></p>	<p>Residential Life &amp; Housing pilot: summer 2008; F&amp;O webpage revision: fall 2008</p>	<p><b>VPAF</b>, AVPIS, VPSA, Special Assistant to the President for Web Communications, Dir. of Residential Life &amp; Housing</p>	
<input checked="" type="checkbox"/>	<p>4.2.3 - The condition of the college’s aging infrastructure is such that it can no longer be adequately maintained without the services of a full-time college engineer, a position that has been vacant for several years. Accordingly, the position will be a priority in FY09.</p> <p><b>[UPDATE: The College Engineer screening committee presented two qualified candidates to the VPAF on September 19 for second interview. There were 13 applicants with only 3 that met the qualifications in</b></p>	<p>By end of FY09</p>	<p>VPAF</p>	

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	<p>the job description. One candidate withdrew to accept another position.]</p> <p>[UPDATE: The College Engineer was hired November 2008.]</p> <p>[UPDATE:</p> <ol style="list-style-type: none"> <li>1. Concurrently with the master planning process, the Facilities &amp; Operations staff have conducted a traffic study and requested bids for a detailed study of a campus-wide infrastructure study.</li> <li>2. Created the Capital Planning Team to monitor RICAP, bonds, COPs, and capital; provided data for funding requests including grants, economic stimulus, and the reallocation of funds from Building 2 to other East Campus projects.</li> <li>3. Upgraded Gaige Data Center HVAC systems to protect hardware and data.</li> <li>4. Installed backup generators for Building 1 and the Gaige Data Center; designed and ordered backup generators for Clarke Science and Fogarty Life Science.</li> <li>5. Updated fire suppression systems in Art Center and Henry Barnard School.</li> <li>6. Installed new roofs on Whipple Hall (lobby area), Gaige Auditorium, and Browne Hall.</li> <li>7. Completed the Recreation Center feasibility study, awarded A&amp;E contract, secured RIBGHE approval for Kushner Act process, and applied for RIHEBC funding.</li> <li>8. Designed, bid, and implemented upgrades to</li> </ol>			

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	<p><b>Weber Hall bathrooms.</b></p> <p><b>9. Replaced waterlines on east half of the East Campus. Now that water runs clear, program underway to replace stained fixtures. Water quality testing to lead to potential savings if determined that bottled water no longer necessary for human consumption.]</b></p>			
	<p><input type="checkbox"/> 4.2.4 - Secure additional lighting and security cameras on campus and add an electronic bulletin board.</p> <p><b>[UPDATE: Added an Emergency Management web-page to the College website <a href="http://www.ric.edu/emergencymanagement/">http://www.ric.edu/emergencymanagement/</a>.</b></p> <p><b>S&amp;S is seeking a grant for an electronic bulletin board by Summer 2009.</b></p> <p><b>S&amp;S received a gift of a NOAA weather alert radio providing a 24/7 weather alert notification system to the Campus Police Office.</b></p> <p><b>A secure victim interview room has been established and outfitted in Browne Hall for use by S&amp;S as well as by local police agencies.]</b></p> <p><b>[UPDATE: Signage for designated emergency assembly areas is the next project of a series of recommendations of the Campus Emergency Response Steering Committee.</b></p> <p><b>S&amp;S acquired a flat monitor to be installed as a 24/7 weather monitor station in the Campus Police Office dispatch area. This monitor presents weather conditions and weather related emergency data.</b></p> <p><b>S&amp;S worked with various departments to reactivate the Bio-safety Committee functions in a newly</b></p>	Fall 2008	<b>VPAF</b> , Campus Emergency Response Steering Committee (CERSC)	

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	<p><b>appointed Institutional Safety Committee. The Committee is planning to hold workshops for faculty on the proper storage, use, and disposal of hazardous substances used in science laboratories.]</b></p> <p><b>[UPDATE: See 4.2.5. Efforts will include improvements to both the central and perimeter corridors of the campus.</b></p> <p><b>Completed the Rhode Island Emergency Communications System providing radio links with all state emergency services and agencies.</b></p> <p><b>Developed pandemic response plan.]</b></p>			
	<p><input type="checkbox"/> 4.2.5 - Begin developing a "Safe-Walk", a well-lighted, safe &amp; secure pedestrian-friendly route from the residence halls to the Recreation Center; the Safe-Walk will feature advanced blue-light emergency telephones.</p> <p><b>[UPDATE: IS, S&amp;S, and F&amp;O worked with the VPAF to prepare a draft of the planned "Illuminated Walkway" to present to the CERSC and the PEC for consideration. Plans include areas spanning from Building 7 on the East Campus to the residence halls with improved landscaping, blue phones, surveillance cameras, lighting, and a public address alert system on preferred walkways that will also be the first priority for snow removal. Funding collaboration includes IS budget AP budget and contingency funds for the renovation of Building 3.]</b></p> <p><b>[UPDATE: IS, S&amp;S, and F&amp;O worked to implement early phases of the President's Illuminated Walkway. Funding sources include funds raised in excess of expenses associated with the President's</b></p>	<p>Begin summer 2008; complete as resources are identified.</p>	<p><b>VPAF</b>, AVPIS, Dir. F&amp;O, CERSC</p>	

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	<p>Inauguration, departmental budgets for IS and F&amp;O, as well as contingencies for various construction projects. Funding requests have also been submitted to state, federal, and private sources.]</p> <p>[UPDATE: Planned and began to buy equipment to complete the President's Illuminated Walkway with a planned opening on September 9, 2009 (09/09/09). Although the marketing focus is on completion of the cross-campus "9" configuration, the overall plan includes improvements to perimeter areas as well.]</p>			
<input checked="" type="checkbox"/>	<p>4.2.6 - Begin a farmer's market on campus in cooperation with the local community.</p> <p>[UPDATE: A 10-week pilot Farmer's Market, held one afternoon per week in Parking Lot A, was established in September and will run through the last Wednesday in October.]</p> <p>[UPDATE: A survey of participants showed strong satisfaction. Only one vendor was unsure of participation next year. Participants wanted expanded market and number of weeks.]</p> <p>[UPDATE: The Farmer's Market will re-open for the 2009 season on Wednesday, July 8 in Parking Lot A. It will be held every Wednesday from 3:30 to 6:00 pm until October 14.]</p>	<p>Begin September 2008. Satisfaction of vendors at the 80% level will be measured by survey October 2008.</p>	<p><b>President</b>, President's Office</p>	
<input type="checkbox"/>	<p>4.2.7 - Decrease incidences of graffiti on facilities and signs.</p> <p>[UPDATE: Secured graffiti resistant surfaces for signage where possible. F&amp;O has implemented protocols for rapid removal of graffiti when it occurs with the goal of a response within 24 hours of a</p>	<p>Fall 2008</p>	<p><b>VPAF</b></p>	

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	<p>report.]</p> <p>[UPDATE: Ongoing.]</p>			
	<p><input type="checkbox"/> 4.2.8 – Continue college’s capital development program and Asset Protection (A/P) program.</p> <p>[UPDATE: Feasibility Plans that have been done and not implemented at the Art Center.</p> <p>Outstanding Capital Projects the renovation projects are ongoing at Buildings 3 &amp; 7.</p> <p>Improvements have been made to the campus infrastructure with on going work on the East Campus water system</p> <p>The college continues to be in full compliance with the greenhouse gas initiative by meeting and reducing our combustion cap for pollutants in our Main Steam Plant and throughout campus.</p> <p>A campus wide energy management system has installed in all but 8 of the 43 campus buildings.]</p> <p>[UPDATE: Building 3 is expected to achieve substantial completion by January 30, 2009. Delays have resulted from drainage issues as well as water and gas pressure code changes. The Building 3 project will enhance walks, parking, lighting, and emergency phone access on the east campus and will house Financial Aid, the East Campus Café, and two electronic classrooms that are planned for use by Biology for Summer 2009.</p> <p>The Building 7 construction schedule has been plagued by waterline and gas line issues including unexpected field conditions, required updates to the infrastructure and changes in water and gas code</p>		<p><b>VPAF</b>, Director F&amp;O</p>	

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	<p>requirements. Completion should be achieved by Spring 2009. This project will enhance walks, parking, lighting, and emergency phone access on the east campus and will house the Sherlock Center on Disabilities. The building includes an e-classroom that may be available for selected classroom instruction.</p> <p>[UPDATE: Created the Capital Planning Team to monitor RICAP, bonds, COPs, and capital; provided data for funding requests including grants, economic stimulus, and the reallocating from Building 2 to other East Campus projects most completed June 30, 2009.</p> <p>Delivered the Certificate of Occupancy (CO) for the renovation of Building 3. Partial furniture orders have been installed. Furniture and technology installations are pending in café, classrooms, and offices. A ribbon-cutting is pending for summer 09.</p> <p>Building 7 is 86% complete with delays in mechanical installations due additional equipment needed to comply with changes in fire code.]</p>			
<p><b>4.3</b> Develop a comprehensive facilities utilization process, providing a uniform mechanism for reserving rooms and facilities.</p>	<p><input type="checkbox"/> 4.3.1 - Information Services will work with other appropriate departments to explore using the facilities scheduling capabilities in PeopleSoft to identify efficiencies in the scheduling and report feasible timelines and needed resources for implementation to the VPAF.</p> <p>[UPDATE: IS and F&amp;O presented needs for implementing this goal, which includes the elimination of shadow systems on other applications. A BRC Implementation Team is</p>	By spring 2009	<b>VPAF, AVPIS</b>	



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	<p><b>working on this.]</b></p> <p><b>[UPDATE: In the process of evaluating business processes and installing Event Management System (EMS) acquired by the President using Alumni Affairs discretionary funding.]</b></p> <p><input type="checkbox"/> 4.3.2 - Once hired, the new College Engineer will initiate planning for the development of a digitized facility database necessary to support a fully integrated electronic scheduling process for all buildings. Such a process would promote more efficient use of space, including the identification of locations suitable for expansion of continuing education offerings, rentals, and other revenue-generating activities. It would also enhance logistics, safety, and emergency response.</p> <p><b>[UPDATE: Implementation team designated through BRC process.]</b></p> <p><b>[UPDATE: See 4.3.1. Additionally, the College Engineer has worked to generate further energy savings.]</b></p>	June 2009	<b>VPAF</b> , College Engineer	
<p><b>4.4</b></p> <p><b>By August 2008, catalog and publicize existing areas where students can gather. By May 2008, identify at least one additional space for informal student gatherings, transforming it into an</b></p>	<p><input type="checkbox"/> 4.4.1 - Identify and publicize existing areas for students to gather.</p> <p><b>[UPDATE: Discussion is underway with SCG to equip one area of the Building 3 Café as gathering place for students.]</b></p> <p><b>[UPDATE: SCG has agreed to fund the furnishings in the Building 3 Café; when complete, it will be marketed as a new gathering place for students. In addition to investigating the feasibility of using Alger 242 (see 4.4.3), additional spaces are being</b></p>	Fall 2009	<b>VPSA</b> , Dean of Students, Dir. of Student Union	

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<p><b>inviting student lounge.</b></p>	<p><b>investigated in Adams Library, at newly installed benches outside of Building 3, and in the alcoves of the Humanities Wing of Craig-Lee Hall.]</b></p> <p><b>[UPDATE: Because students often seek to gather in places where wireless access is available, the college has been working toward increasing the number of wireless access points. Recent progress includes:</b></p> <ul style="list-style-type: none"> <li><b>• Completed phase one of major wireless network upgrade in conjunction with STEM I.</b></li> <li><b>• Extended wireless access to Gaige West in conjunction with Champlin grant.</b></li> <li><b>• An updated map of wireless access will be publicized in the Faculty/Staff Directory and on the college website.</b></li> <li><b>• “Gently” recycled furniture has been placed in the alcoves of Craig-Lee Hall; these “study nooks” have proven very popular during the spring semester.</b></li> </ul> <p><b>The college has also moved forward with design and construction for the Donovan “Grab and Go” feature that will expand food service choices for students to take to areas of campus outside of the dining hall. The overall \$1.8-2.0 M Donovan Improvement Project will be phased so as not to interrupt food service during periods of heavily scheduled use; accordingly, completion of improvements to the servery area not scheduled until after commencement 2010.]</b></p>			
	<p><input type="checkbox"/> 4.4.2 - Open a new café to provide food services for students and others on the East Campus.</p> <p><b>[UPDATE: Building 3 renovations are on schedule with collaboration to plan the furnishing of the</b></p>	Spring 2009	<b>VPAF, VPSA</b>	

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	<p>building including staff in Financial Aid, F&amp;O and IS. The College is collaborating with DDC and SCG to outfit the Café. Anticipated opening spring 2009.]</p> <p>[UPDATE: Plans are moving forward for a special opening by the end of March 2009.]</p> <p>[UPDATE: Construction is complete. Furniture is ordered and partially in place. Delays in the acquisition of café equipment remain. Opening is anticipated before the opening of classes for the fall 2009 semester.]</p>			
	<p><input type="checkbox"/> 4.4.3 - Study the feasibility of utilizing Alger 242 as an area for students to gather and to study, at least on those occasions when the room is not otherwise booked for conferences or other scheduled college activities.</p> <p>[UPDATE: Associate Director of F&amp;O has provided furniture options to other members of the implementing team.]</p> <p>[UPDATE: Student Community Government abandoned this project.]</p>	Fall 2008	<b>VP</b> SA, Interim Dean SOM, Dir. of Conf. & Special Events, Assoc. Dir. F&O.	
	<p><input type="checkbox"/> 4.4.4 - Consider recommendations made by the Student Union Expansion Feasibility Task Group in its May 2008 report by seeking approval for funding an in-depth study by a professional consultant.</p> <p>[UPDATE: Funding sources have not yet been identified.]</p> <p>[UPDATE: This project was folded into the master planning process.]</p>	Fall 2009	<b>VP</b> SA	
<b>4.5</b>	<p><input checked="" type="checkbox"/> 4.5.1 - Administer the NSSE in 2009.</p>	2009	<b>VP</b> SA, Dean of	Budgeted for bi-

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<p>Enhance quality and inclusiveness of student life by increasing student engagement in co-curricular activities and attendance at campus events as measured by the 2009 administration of the National Survey of Student Engagement. (2009-2010)</p>	<p>[UPDATE: Registration process completed as of 9/08; administration to occur during spring 09 semester.]</p> <p>[UPDATE: Administration of NSSE will commence in mid-February 2009.]</p> <p>[UPDATE: Results of the spring 09 administration are awaited.]</p>		Students	annual administration.
	<p><input type="checkbox"/> 4.5.2 - Using NSSE results as a guide, develop a plan to address weak areas of student engagement.</p> <p>[UPDATE: NSSE results have been posted on RIC Intranet and a summary was disseminated to faculty and staff in fall 2008. Results were used in Faculty Development Day on "Students as Scholars." CASO is sponsoring a faculty forum on NSSE results in spring 2009. Engagement of students with faculty outside of the classroom is being addressed through a new DeStefano Endowed Fund for Undergraduate Research established in January 2009.]</p>	2009	<b>VPAA</b> , VPAA, Dean of Students, Dir. of the Student Union	
	<p><input checked="" type="checkbox"/> 4.5.3 - Promote college-wide student engagement opportunities through activities sponsored through the American Democracy Project (ADP); develop a Center for Civic Engagement that promotes and coordinates public service.</p> <p>[UPDATE: USS staff provided almost 200 support hours to prepare facilities for the September 26 DebateWatch.]</p> <p>[UPDATE: DebateWatch 2008 was very successful. A strategic plan for a Center for Civic Engagement is close to completion; funding sources will be solicited in spring 2009.]</p> <p>[UPDATE: The feasibility of developing a Center for</p>	Programming 2008-2009; establish Center fall 2008.	<b>VPAA</b>	

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	<p><b>Civic Engagement will depend on future fundraising. RIC continues to be actively involved in Campus Compact, which promotes service learning.</b></p> <p><b>A VISTA Volunteer has been engaged to commence activities in August.]</b></p>			
<p><b>4.6</b></p> <p><b>Enhance the intercollegiate athletic program to continue to support the success of student-athletes both on the athletic field and in the classroom while serving as a catalyst for alumni, campus, and community outreach and provide a diverse recreation program that supports the broad fitness interests of the entire campus community. On an annual basis submit a report to the College President with a comprehensive review of the intercollegiate athletic program, the recreation program, and accompanying facilities and specific</b></p>	<p><input checked="" type="checkbox"/></p> <p>4.6.1 - Complete improvements within Phase I of the Recreation Center renovation project (extensive improvements to the indoor swimming complex).</p> <p><b>[UPDATE: Swimming pool is reopened; however, the major component of this project (pool pack) is not completed. Major components being scheduled are structural upgrade and the HVAC system replacement. Work flow is scheduled around operating hours of the facility.</b></p> <p><b>Summer 2008 Director of F&amp;O and the AVPF worked together to prepare and process expenditures for the pool project. They also served on feasibility study evaluation team.]</b></p> <p><b>[UPDATE: Completed June 2009.]</b></p>	Fall 2008	<b>VPSA, VPAF, Dir. of F&amp;O, Dir. of Athletics</b>	Phase I cost approximately \$500,000
	<p><input type="checkbox"/></p> <p>4.6.2 - With the completion of interviews of architectural firms, proceed to next stage in the process of a feasibility study for Phase II of the Recreation Center renovation plan.</p> <p><b>[UPDATE: Awarded to architectural firm of choice – Design Partnership of Cambridge - as of 9/30/08; goal of completed report to President by 12/15/08.]</b></p> <p><b>[UPDATE: Design Partnership of Cambridge has presented its findings, which were favorably received. A draft of the feasibility study is scheduled</b></p>	Fall 2008	<b>VPSA, VPAF, Dir. of F&amp;O, Dir. of Athletics</b>	

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objectives for the following year.	<p>to be presented to the President in January 2009.]</p> <p>[UPDATE: Awaiting the rescheduling of Kushner Act hearings to seek authority to issue revenue bonds. The project is estimated to cost approximately \$11 million.</p> <p>Review of submissions from 12 A&amp;E firms has commenced and three firms will be scheduled for on-campus presentations on June 25.]</p>			
<p><b>4.7</b></p> <p>By August 2007, revivify the college's service agenda. Continue to provide faculty and staff with opportunities for skill development and integration into the college community.</p>	<p><input checked="" type="checkbox"/> 4.7.1 – Hold a year-long series of orientation sessions for New Faculty.</p> <p>[UPDATE: Sessions held on 9/12 and 9/26. Upcoming sessions scheduled for 10/10, 10/24, 11/7, 11/21, 2/13, 2/27, 3/20, and 4/10.]</p> <p>[UPDATE: Sessions were held through the fall 2008 semester that addressed numerous first-year faculty issues, including advising, general education, technology, internal and external funding, and late-semester issues such as academic dishonesty. Faculty assessment of the fall meetings will be used to guide the sessions planned for spring 2009.]</p> <p>[UPDATE: Feedback from the 2008-09 new-faculty orientation will be used to guide the program next year.]</p>	September 08 – April 09	<b>VPAA</b>	
	<p><input type="checkbox"/> 4.7.2 – As resources permit, make professional training opportunities available through the RI Higher Education Training Consortium.</p> <p>[UPDATE: 3 staff members are attending fall 2008 RIHETC courses.]</p> <p>[UPDATE: The RIHETC spring 09 schedule includes</p>		<b>VPAF</b>	

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	<p>three programs run during March, April, May, and June on Administrative Professional Development, Change Management, and Foundations of Management.]</p> <p><input checked="" type="checkbox"/> 4.7.3 - Continue to support and to provide information to faculty and to others engaged in the college's advising initiative.</p> <p>[UPDATE: The College will continue to provide training for faculty on the universal academic advising initiative. Training for new faculty will continue in spring 2009. Updates will continue to appear on the College website. E-mail messages from the Records Office and MIS will continue to alert faculty to RIconnect advising procedures and deadlines.]</p>		VPAA	
<p><b>4.8</b></p> <p><b>During the 2008-09 academic year, commence the codification of current policies, procedures, and guidelines used by the College.</b></p>	<p><input checked="" type="checkbox"/> 4.8.1 - Convene a task force with the charge of ensuring that all college publications reflect the 2007-08 update of Academic Policies and Procedures with currency, accuracy, and uniformity.</p> <p>[UPDATE: Chapter 3 of the College Handbook – Academic Policies and Procedures – has been modified by the RIC Council Committee on Academic Policies and Procedures and will be updated by the end of spring 2009.]</p> <p>[UPDATE: All changes in academic policies and procedures approved by Council and by the President during the 2008-2009 academic year have been incorporated into Chapter 3, and the new version of this document has been posted on the college webpage.]</p>	April 2009	VPAA, Chair of Council, Dir. of Publications	

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	<input type="checkbox"/> 4.8.2 - Develop and gain appropriate approval for a college-wide Policy on Policies; the PoP shall include a standardized process for the generation, approval, and dissemination of all policies, procedures, processes, and practices.  <b>[UPDATE: At the President's request, Michael Smith has been meeting with a committee that is using work completed in 2006-2007 as the basis for POP.]</b>	June 2009	<b>President</b> , President's Office, College Policy Task Force	
	<input type="checkbox"/> 4.8.3 - Begin planning process for a comprehensive update of all non-academic college policies and procedures to be undertaken during the 2009-2010 academic year to ensure that the College Handbook will be accurate for the 2011 NEASC accreditation visit.  <b>[UPDATE: Meeting of October 8 will develop list of suggested names for College Policy Task Force.]</b>  <b>[UPDATE: On Jan. 18, asked PEC for suggestions regarding those who should guide and direct this project. Following discussion, the following were appointed: Jeff Blais, Rob Bower, Karen Rubino, Kristen Salemi, Thomas Schmeling, Michael Smith (chair).]</b>	Name Task Force by December 2008; develop procedures by June 2009	<b>President</b> , President's Office, College Policy Task Force	
	<input type="checkbox"/> 4.8.4 - Promote efficiency in personnel services by phasing-in the implementation of the PeopleSoft electronic time and labor module, beginning with all BOG employee timesheets and subsequently all other employee groups as deemed feasible and appropriate.  <b>[UPDATE: MIS and Accounting conducted a pilot of electronic time reporting for BOG and PSA staff in</b>	All BOG employee timesheets by December 2008	<b>VPAF</b> , MIS, Payroll Office	



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	<p><b>A/F Division in summer - fall 2008]</b></p> <p><b>[UPDATE: BRC Implementation Team for Time Reporting &amp; Payroll Process reported in January 2009:</b></p> <ol style="list-style-type: none"> <li><b>1. MIS and Accounting expanded pilot of electronic time reporting for all BOG and selected PSA staff in A&amp;F through Spring 2009 when the pilot will expand to the President's Office to ensure acceptable approval processes before expanding to other divisions.</b></li> <li><b>2. Pilot voluntary paperless direct deposit for Monthly Payroll by June 2009 (in response to a request from part time faculty). Phase in this voluntary initiative for all bi-weekly payrolls by fall 2009.</b></li> <li><b>3. Consider electronic time reporting for classified employees. This would facilitate meeting the Commissioner's goal of performing all payroll functions in-house.]</b></li> </ol> <p><b>[UPDATE: Conducted pilot for electronic time reporting for BOG and PSA in Administration and Finance. Expanding to the President's staff beginning June 2009 and to the remainder of the college by next year.]</b></p>			
<p><b>4.9</b></p> <p><b>Continue to strengthen and expand activities to enhance staff diversity throughout the</b></p>	<p><input type="checkbox"/> 4.9.1 - Continue outreach efforts to attract candidates from under-represented groups.</p> <p><b>[UPDATE: AA Director serves on the Promising Practices Subcommittee of the Dialogue on Diversity Committee. This group is planning the 11<sup>th</sup> Annual Multi-Cultural Conference and Curriculum Resources Fair in November 2008. The AA Director will be</b></p>	<p>State Equal Opportunity Office guidelines cite as goals 14.9% for minority employment and 52.3% for female employment.</p>	<p><b>VPAF</b>, Dir. of Affirmative Action</p>	

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<b>College ('07-'10)</b>	<p>presenting a fall 2008 sexual harassment workshop to student leaders.</p> <p>HR managed ads and applications for 25 non-classified positions. Since May 2008, HR processed documentation for 48 classified, 7 PSA and 3 non-union retirements as well as 22 classified, 9 PSA and 19 Non-Union new hires. There were also 23 additional terminations for other reasons since May 2008. Subsequent to contract ratification, HR implemented multiple salary increases for BOG and PSA employees. HR implemented the Governor's executive order to initiate the e-verify program for all new hires.]</p> <p>[UPDATE: See item under 1.10.1]</p> <p>[UPDATE: Due to the retirement of the Director, this report is not yet available.]</p>			
<p><b>Institutional Goal 5: Ensure a Continuing Resource Base that Allows the College to Offer Excellent Programs at an Affordable Cost</b></p> <p><b>NEASC Standards: VIII, IX</b></p> <p><b>RIBGHE goal: Produce a more competitive workforce through emphasis on quality education.</b></p>				
<p><b>5.1</b></p> <p><b>By FY10, the assets of the Rhode Island College Foundation shall reach \$25M.</b></p>	<p><input type="checkbox"/> 5.1.1 – Produce a Comprehensive Development Plan that places emphasis on major gifts and prospect development.</p> <p>[UPDATE: Hire interim part-time Executive Director of foundation -- no cost – October 1, 2008.</p> <p>Hire consultant to work with current PIs and identify new foundation funders \$15,000 – October 15, 2008.</p> <p>Review wish list of needs from VPs - October 7, 2008.</p> <p>Complete draft comprehensive Development Plan with benchmarks aligned with peer institutions and</p>	<p>Targets for Foundation for 6/30/09: Increase assets to \$22.5 M; increase # of fully-endowed funds by 10; increase number of major gifts (\$10K+) by 5%.</p>	<p><b>President</b>, Interim Executive Director of the RIC Foundation, Associate Director of ORGA, Major Gifts Officer, Comprehensive Fundraising Plan Committee</p>	

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	<p>review with consultant Alan Zacharias (no cost) - (Friday) October 31, 2008.</p> <p>Review September 2008 Hanover Research Report on "Promoting Unrestricted Gifts" and select strategies to try – October 15, 2008.</p> <p>Review and approve comprehensive plan with stakeholders (PEC and Foundation board) – November 10, 2008.]</p> <p>[UPDATE: The Development Plan has taken longer than anticipated, but is now in final draft form. It includes major gifts, wish lists, and benchmarks. This draft will be reviewed by the PEC and by the RIC Foundation board at its next meeting in March. Wish lists and new policies for major gifts are going up on line. A list of naming opportunities has been developed and will soon be on line and active. A wish list for solicitation of funding for undergraduate research has established \$20,000 as an initial target with eventual growth to \$50,000.]</p> <p>[UPDATE: PEC and RICF Exec. Committee approved plan in March 2009. Naming opportunities and policies posted online. Appointed Lisa Smolski to three month interim position as Director of Development on April 6, 2009, to coordinate fundraising with Alumni Affairs, RICF, and Athletics staff and to complete and advance the fundraising plan. Individual Performance Measurement Reports prepared. The following tasks to be completed by mid-June, creation of fact sheets for funding priorities; prospect lists, and identification of volunteer leadership to assist with development initiatives. PeopleSoft prospect management tracking software to be developed and implemented</p>			

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	<p><b>by June 30.]</b></p> <p><input type="checkbox"/> 5.1.2 – Work with a special committee established to advise the Annual Fund to increase overall donor participation in all fundraising activities.</p> <p><b>[UPDATE: The special committee has been established and this action item will be part of a comprehensive development plan due at the end of October. Co-chairs are Director of Alumni Affairs and Director of the Annual Fund, who will work in cooperation with the Major Gifts Officer in developing this plan.]</b></p> <p><b>[UPDATE: Recommendations of the special committee include targeting resource allocation to selected segments to increase donor giving, making “asks” to increase giving from current donors, and involving young alumni for cultivation and fundraising.]</b></p> <p><b>[UPDATE: Young alumni now asked to give \$10 annually. Increased calling to donors by Nancy Hoogasian.]</b></p>	October 31, 2008	<b>President</b> , Special Development Committee	
<p><b>5.2</b></p> <p><b>By 2010, the number and dollar amounts of grants obtained and the percent of faculty-administrators involved in pursuing grants will be 20 percent higher than in 2007.</b></p>	<p><input checked="" type="checkbox"/> 5.2.1 - Reorganize duties or search for a Director of the Office of Research and Grants Administration.</p> <p><b>[UPDATE: Interim director of ORGA appointed through October 2008; position description for permanent half-time replacement is being developed. Position will focus on proposal development, new funding sources, and faculty development in grant writing.]</b></p> <p><b>[UPDATE: Search is underway. Two candidates were interviewed January 12, 2009. Permanent 20-hour-</b></p>		<b>VPAA, AVPF</b>	

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	<p><b>per-week ORGA Associate Director position will focus on proposal development, new funding sources, and faculty development in grant writing.]</b></p> <p><b>[UPDATE: Position filled by Ms. Lisa Smolski, who began work on February 9, 2009.]</b></p>			
	<p><input type="checkbox"/> 5.2.2 – Consider new ways to support the grants function; articulate the role of grants in faculty tenure and promotion; explore new sources for institutional grants; support centers and institutes as platforms for external grant seeking.</p> <p><b>[UPDATE: Informational sessions on tenure and promotion conducted in early October 2008 that explain role of grants in evaluation process. The handout from this session is posted to the Academic Affairs website.]</b></p> <p><b>[UPDATE: ORGA Associate Director position will focus on new sources of grants. Academic Affairs and RIC Foundation are partnering on the purchase of online database of foundations.</b></p> <p><b>A questionnaire of all institutes and centers has been completed by each of the directors, and meetings to discuss each unit will be held during the spring 2009 semester.]</b></p> <p><b>[UPDATE: During spring 2009, ORGA and the RIC Foundation collaborated to delineate the responsibilities of the two units in seeking grant funding. A questionnaire was created to help faculty clarify their project interests and funding needs and allow ORGA and the Foundation to collaborate on identifying and seeking external funds. This document was presented to the RIC Council on</b></p>		VPAA, ORGA	

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	<p>5/8/09. Faculty input will be sought throughout the 2009 summer.]</p>			
<input checked="" type="checkbox"/>	<p>5.2.3 - Continue with programs that have been initiated and have led to significant increases in the number and amount of grants and other third-party funded programs at the college over the past five-year period.</p> <p>[UPDATE: Fall 2008 Champlin Foundation proposal was funded. New ORGA position will promote the pursuit of grants. Faculty grant-writing workshops, a research newsletter, and subscription to grant databases will be reinstated. New subscription to <i>FoundationSearch</i> was shared between ORGA and the RIC Foundation. Review of institutes will assist the college to identify areas of further growth and development in outreach.]</p> <p>[UPDATE: A plan for reinstating former, successful programs and adding new ones will be developed over the summer 2009 and rolled out to the campus community in fall 2009. Funding is being sought through federal stimulus money. ORGA has set a target of an 8.5% increase in competitive grants for 2009-2010.]</p>	<p>Progress toward goal of 20% increase from 2007 to 2010</p>	<p><b>VPAA, ORGA</b></p>	
<input checked="" type="checkbox"/>	<p>5.2.4 - Establish a schedule of regular meetings between the development staff (RIC Foundation) and grants/sponsored research office (ORGA) to maximize opportunities for faculty research funding from both public and private sources.</p> <p>[UPDATE: Sharing in the purchase of online foundation database is an example of new collaboration between ORGA and the RIC</p>	<p>September 2008</p>	<p><b>VPAA</b></p>	

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	<p><b>Foundation. Responsibility for ongoing meetings will reside with the new ORGA leadership.]</b></p> <p><b>[UPDATE: Regular meetings and collaborations between ORGA and the RIC Foundation are now ongoing, with Alumni Relations included as appropriate.]</b></p>			
	<p><input checked="" type="checkbox"/> 5.2.5 - Develop the PeopleSoft module for tracking grants and ensuring prompt billing.</p> <p><b>[UPDATE: IS and Accounting completed this implementation and related training in spring 2008.</b></p> <p><b>Planning is underway to meet training needs for new principal investigators and staff by implementing interactive tutorials that are expected to be available by Summer 2009.]</b></p> <p><b>[UPDATE: Accounting and MIS will begin investigating the grant billing module in spring 2009.]</b></p>	Fall 2008	<b>VPAF, VPAA, AVPIS</b>	
<p><b>5.3</b></p> <p><b>Develop an action plan to engage the College community in an effort to ensure that, by 2010, funds appropriated by the state for the College will be at least 10 percent higher than in 2007.</b></p>	<p><input type="checkbox"/> 5.3.1 - Visit the legislature and its key committees to provide specific reasons for supporting RIC, including the positive effects of improved participation and graduation rates; RIOHE will serve as a key partner in preparing for these visits. Develop a tag for the college to promote these efforts.</p> <p><b>[UPDATE: President met with Governor Carcieri in August and Congressman Langevin in September. President and Interim Director of RIC Foundation to meet with key legislators following November elections.</b></p> <p><b>With RIOHE, URI, &amp; CCRI, the College continues to seek additional investment in higher education.</b></p>	Appropriations 10% higher in 2010 than in 2007	<b>President</b> , President's Office, Interim Executive Director of RIC Foundation, Dir. ONPR	

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	<p>Unfortunately, there were three reductions to the college's FY2009 budget by mid July. In order to maintain current service level, the college's FY09 Budget submission requested \$47,580,568 for state appropriation. However per Article 1, the college received \$42,416,817 which was \$5,163,752 less than requested.</p> <p>The college raised tuition by an additional 3% in order to partially offset the reduction and reduced expenditures to balance the budget; however, this would account for only about \$918,000 of the \$5.2 million shortfall.</p> <p>A second reduction in July 2008 was a Personnel Costs Reduction of \$1,846,165. A third significant impact on the FY09 budget came when the state unexpectedly issued a rate change for Assessed Fringe Benefits. The rate was increased from 3.2% to 6.3%. This unanticipated move resulted in increased costs to the college of \$1,308,167.</p> <p>A Budget Reduction Plan was implemented by projecting additional \$170,000 Tuition and Fees, \$100,000 Indirect-Cost, and \$50,000 added to Sales &amp; Services. The adjusted deficit was \$1,526,165, which was deducted from salary and operating expense lines.</p> <p>Two presentations were prepared and presented to the President, VP's, Deans and the BRC. The presentations gave an overall review of revenue vs. expenses.]</p> <p>[UPDATE: President had lunch with Governor's chief of staff in December. A breakfast with legislators who are RIC alumni is scheduled to be held at the</p>			



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	<p><b>President's House.]</b></p> <p><b>[UPDATE:</b></p> <ul style="list-style-type: none"> <li>• Tag line developed and approved to promote college's outreach efforts.</li> <li>• Hosted a Student Community Government luncheon and tour of the School of Nursing with Congressman Patrick Kennedy on February 9.</li> <li>• Attended Providence Chamber legislative luncheon on February 11.</li> <li>• Hosted a legislative breakfast at the President's Home for alumni legislators and legislators with children attending RIC on March 11.</li> <li>• Met with Mayor Cicilline in Providence City Hall on March 13 to discuss the need for a new School of Nursing.</li> <li>• Met with Governor's Deputy Chief of Staff Bev Najarian and Jamia McDonald of the Federal Economic Stimulus Office to discuss the need for a new School of Nursing on March 17.</li> <li>• Attended Providence Chamber of Commerce's Congressional Breakfast on March 30.</li> <li>• Hosted a tour of the Yellow Cottage, STEM Center and School of Nursing by Senator Sheldon Whitehouse on April 14.</li> <li>• Attended House Finance Committee hearing on April 29.</li> <li>• Met with House Majority Leader Gordon Fox about the need for a new School of Nursing on</li> </ul>			

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	<p><b>April 30.</b></p> <ul style="list-style-type: none"> <li>• <b>Attended Senate Finance Committee hearing on May 21.]</b></li> </ul>			
	<p><input type="checkbox"/> 5.3.2 - Consider recommendations made by the PR Subcommittee of the BRC (BRC); implement those recommendations that are feasible. Coordinate appropriate actions through RIOHE.</p> <p><b>[UPDATE: PR Implementation Team has been identified.]</b></p> <p><b>[UPDATE: At President's request, 12 Implementation Teams reported on Jan 12-13. Most are making clear progress. All were given feedback and guidance for continuing.]</b></p> <p><b>[UPDATE: President wrote a submission to the Chronicle of Higher Education that was accepted and will appear in summer – describes the work of the BRC and activities emanating from that initiative. The case will also be the subject for a NACUBO presentation next fall by VPFA and President.</b></p> <p><b>BRC Initiatives are estimated to contribute in excess of \$500,000 savings for the FY10 Budget including:</b></p> <ol style="list-style-type: none"> <li><b>1. increase in orientation fee</b></li> <li><b>2. increase in lab/studio fee</b></li> <li><b>3. credit card fee savings</b></li> <li><b>4. elimination of <i>What's News</i> paper and postage costs</b></li> <li><b>5. salary savings from holding vacancies</b></li> <li><b>6. copier replacement savings</b></li> </ol>	Fall 2008	<b>President, BRC, PEC</b>	

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	<ul style="list-style-type: none"> <li>7. facilities usage fees</li> <li>8. participation in the ENEROC program</li> <li>9. postage, labor and paper savings from electronic time reporting initiatives</li> <li>10. increased summer school revenue</li> <li>11. energy efficiencies in parking lots and closed buildings</li> <li>12. direct deposit expansion to the adjunct faculty.]</li> </ul>			
<p><b>5.4</b>  <b>During 2007, expand the College's centralized and coordinated recycling program. By December 2009, expand the centralized and coordinated program to control costs for energy, supplies, and equipment at the College.</b></p>	<p><input type="checkbox"/> 5.4.1 - Starting with proposals solicited campus-wide and vetted by the BRC, name implementation teams and develop an implementation schedule for initiatives to control costs for energy, supplies, equipment, and operations, as well as opportunities for increasing revenue</p> <p>[UPDATE: VPAF chaired the BRC Committee who reviewed cost saving and revenue generating ideas from the campus community. Selected items were recommended to the President's Executive Committee to prioritize initiatives and consider recommended implementation teams.</p> <p>An Implementation Team for these initiatives has been identified.]</p> <p>Office and Publishing Services implemented an improved printing and copying charge back procedure and a card reader system to improve tracking reporting of photocopying by departments on a monthly basis.]</p> <p>[UPDATE: The BRC met January 12 and 13, 2009 to hear the progress of the Implementation teams and</p>	<p>Appoint BRC in July 2008</p>	<p><b>VPAF, PEC, BRC</b></p>	<p>Some initial investments may be necessary, but goal is for a substantial net savings.</p>

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	<p>discuss progress and proposals for cost savings and revenue generation. Significant personnel, paper, toner, and copier cost savings were reported in Publishing and Office Services by reorganizing work and by using technology to track charges and to scan documents.</p> <p>The Energy Management System operated by F&amp;O showed that energy use per square foot decreased 30% over the past decade while square footage increased by 13%.</p> <p>Possible fee increases were discussed to bring RIC fees for labs and nursing to competitive levels. Fees were discussed for the use of general education spaces by outside groups.</p> <p>[UPDATE: Efforts to contain costs have included:</p> <ol style="list-style-type: none"> <li>1. Implemented charge-backs for print and copy requests for all departments, including postage for grant funded units; reduced postage, toner, and paper usage campus-wide. For example, the Curriculum Committee went paperless, thereby saving some 12,000 sheets of paper per meeting while making the process more efficient.</li> <li>2. Completed re-bidding of all housekeepers to redistribute workload campus wide; worked closely with union leaders and managers accomplishing these changes without grievances.</li> <li>3. Consolidated accounting operations reducing staff by three FTE.</li> <li>4. Consolidated office services operations</li> </ol>			

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	<p>reducing staff by two FTE.</p> <ol style="list-style-type: none"> <li>5. Implemented hours of work for campus-wide adherence to approved schedules.</li> <li>6. Improved and compiled personnel metrics (headcount, overtime, organization chart, and job descriptions) to identify cost savings and efficiencies.</li> <li>7. Conducted pilot for paperless direct deposit for adjunct professors.</li> <li>8. Conducted pilot for travel cards for admissions staff.</li> <li>9. Created a monitoring report for monthly budget v. actual that is both machine generated and user friendly; established improved expenditure tracking in many areas.</li> <li>10. Acquired more efficient copying equipment in Office Services and 15 other departments.</li> <li>11. Worked with RIOHE on revising delegated authority (action pending by state).</li> <li>12. Developed and awarded RIC contract to accept credit card payments on line.</li> <li>13. Developed and awarded RIC contract to use debit cards for student refunds.</li> <li>14. Instituted self sealing checks for accounts payable, thereby saving paper and labor costs.</li> <li>15. Initiated program for volunteer high school student interns in mail room and copy center.</li> <li>16. Replaced four service fleet vehicles at no cost</li> </ol>			

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	<p style="color: green;">to the college.</p> <p style="color: green;"><b>17. Installation of motion sensors in 2<sup>nd</sup> floor library stacks to control lighting.]</b></p>			
<input type="checkbox"/>	<p>5.4.2 - Fully implement container recycling program initiated in residence halls in 2007-08. Expand container recycling program to administrative and academic buildings as funding and staffing allows.</p> <p style="color: blue;">[UPDATE: The recyclable program has been expanded to Residential Life including both paper and bottles.]</p> <p style="color: red;">[UPDATE: The recycling program has been fully implemented within Residential Life.]</p>	2008-2009	<b>VPAF</b> , Assistant Dir. of F&O	
<input type="checkbox"/>	<p>5.4.3 - Initiate planning for expansion of college's successful furniture recycling program, an investment that would yield considerable cost savings and potentially serve to generate revenue. The proposed program would require renovations to the 4800 s/f former dance studio on Hennessey Avenue. This space can also be used for secure, climate-controlled storage of furniture from areas being renovated and could reduce dependence on rented storage space.</p> <p style="color: blue;">[UPDATE: VPAF is working with AVPF and Director F&amp;O to propose to the President a reprioritizing of Asset Protection funding to provide resources for this initiative.</p> <p style="color: blue;">The program continues but presently limited to the storage facility utilizing containers limiting our storage capabilities and adding to the handling cost involved.</p> <p style="color: blue;">As a result of the furniture recycling program, the</p>	2008-2009	<b>VPAF</b> , Associate Dir. of F&O	Facility rehabilitation estimated at \$50,000

Objective and Proposed Completion Date	Action Items Updates and Actual Dates of Completion	Benchmark/Metric and Projected Completion Dates	Person(s) Responsible <i>(Reporting Official indicated in bold)</i>	Resources Needed
	<p>college has not had to purchase new furniture from unrestricted funds for three consecutive years.]</p> <p>[UPDATE: The President and VPAF successfully negotiated permission from the state to reallocate DCYF III Bond funds from Building 2 to other East Campus projects. This allowed the restoration of \$680,000 in FY09 asset protection (AP) funds (which had been exhausted by STEM Phase I, Building 3 and Building 7 related projects). These AP funds will allow several deferred projects to move forward, including repairs to the old dance studio. This project is out to bid with expected bid opening in late January 2009.]</p> <p>[UPDATE: Renovations of the former dance studio are complete.]</p>			

## PLAN 2010 GLOSSARY OF ACRONYMS

<b>AA</b>	<b>Affirmative Action</b>	<b>N&amp;T</b>	<b>Network and Telecommunications</b>
<b>AP</b>	<b>Asset Protection</b>	<b>NEASC</b>	<b>New England Association of Schools and Colleges</b>
<b>AVPAA</b>	<b>Assistant Vice President for Academic Affairs</b>	<b>OASIS</b>	<b>Office of Academic Support and Information Services</b>
<b>AVPF</b>	<b>Assistant Vice President for Finance and Controller</b>	<b>ONPR</b>	<b>Office of News and Public Relations</b>
<b>AVPIS</b>	<b>Assistant Vice President for Information Services</b>	<b>ORGA</b>	<b>Office of Research and Grants Administration</b>
<b>BRC</b>	<b>Budget Review Committee</b>	<b>PEC</b>	<b>President's Executive Cabinet</b>
<b>CASO</b>	<b>Committee on Assessment of Student Outcomes</b>	<b>PK-16</b>	<b>Pre-Kindergarten to Grade 16 (baccalaureate degree)</b>
<b>COGE</b>	<b>Committee on General Education</b>	<b>RIBGHE</b>	<b>Rhode Island Board of Governors for Higher Education</b>
<b>DCYF</b>	<b>Department of Children, Youth and Families</b>	<b>RIOHE</b>	<b>Rhode Island Office of Higher Education</b>
<b>F&amp;O</b>	<b>Facilities and Operations</b>	<b>SOM</b>	<b>School of Management</b>
<b>FAS</b>	<b>Faculty of Arts and Sciences</b>	<b>SON</b>	<b>School of Nursing</b>
<b>FSEHD</b>	<b>Feinstein School of Education and Human Development</b>	<b>SSW</b>	<b>School of Social Work</b>
<b>HR</b>	<b>Office of Human Resources</b>	<b>STEM</b>	<b>Science, Technology, Engineering, and Mathematics</b>
<b>IR</b>	<b>Office of Institutional Research and Planning</b>	<b>USS</b>	<b>User Support Services</b>
<b>JAA</b>	<b>Joint Admissions Agreement</b>	<b>VPAA</b>	<b>Vice President for Academic Affairs</b>
<b>MIS</b>	<b>Management Information Services</b>	<b>VPAF</b>	<b>Vice President for Administration and Finance</b>
<b>MTP</b>	<b>Metropolitan Tuition Program</b>	<b>VPSA</b>	<b>Vice President for Student Affairs</b>